

Request for Proposal

For

Leadership Training the Protection Parliamentary Services (PPS)

Request for Proposal No: PPS-RFP-2021-076

Date of Issue: 2021-08-09

Submission Deadline: 2021-09-03

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PART 1 – INTRODUCTION

1.1 Invitation to Bidders

This Request for Proposals (“the RFP”) issued by the Parliamentary Protective Service (PPS) is an invitation to submit non-binding offers for the provision of **Leadership Training** as further described in Appendix D, for the prices established in Appendix C. The Bidder selected pursuant to this RFP process will be informed in writing. Bidders not selected will also be informed in writing.

Consortium or Joint Venture Proposals

Responses submitted by a Bidder that consists of more than one legal entity or person (such as consortia or joint ventures) will be accepted with the understanding that PPS shall regard only one of the parties of the consortium or joint venture as the prime Supplier. Responses shall clearly indicate which party is the prime Supplier. The prime Supplier shall be solely accountable for all additional parties. PPS will enter into an agreement only with the prime supplier.

1.2 Type of Agreement for Deliverables

It is the Parliamentary Protective Service’s intention to enter into an agreement with one legal entity. **The term of the agreement is to be for a period of three (3) years, with options in favour of the Parliamentary Protective Service to extend the agreement on the same terms and conditions for up to two (2) one (1) year period.**

1.3 No guarantee of Volume of Work or Exclusivity of Agreement

The Parliamentary Protective Service makes no guarantee of the value or volume of work to be assigned to the successful Bidder. The agreement to be negotiated with the selected Bidder will not be an exclusive agreement for the provision of the described deliverables. The Parliamentary Protective Service may put in place an agreement with others for the same or similar deliverables to those described in the RFP or may obtain the same or similar deliverables internally.

1.4 Submission Instructions

1.4.1 Bidders must submit their response in accordance with the following timetable and instructions.

Issue Date of RFP	2021-08-06
Deadline for Questions	2021-09-27 at 14:00 EST
Submission Deadline	2021-09-03 at 14:00 EST

The above timetable is a tentative schedule, and may be amended by the Parliamentary Protective Service at any time.

Bidders must submit their Submission Form (Appendix B) in the form prescribed herein by the Submission Deadline to the Parliamentary Protective Service Contact identified below in the manner set out below:

1.4.2 Parliamentary Protective Service Contact:
Anne McMartin
E-mail: Anne.McMartin@pps-spp.parl.gc.ca

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PART 1 – INTRODUCTION

- 1.4.3 Responses must be submitted electronically to the email address listed above. No hard copies will be accepted.
- 1.4.4 Bidders are solely responsible for the delivery of their responses in the manner and time prescribed. Responses received after the Submission Deadline will be rejected.
- 1.4.5 All responses must include the following mandatory forms:
 - 1.4.5.1 Proposal Submission Form (Appendix B), completed in its entirety and signed by an authorized representative of the Bidder;
 - 1.4.5.2 Pricing Structure Form (Appendix C), completed in accordance with the instructions contained within Appendix C, Pricing Structure Form.
 - 1.4.5.3 Other than inserting the information requested on these mandatory forms, a Bidder may not make any changes to any of the forms.

1.5 Communications During Solicitation Period

- 1.5.1 Unless otherwise specified, all enquiries concerning this RFP must be received by email no later than 12:00:00 (noon) on August 27, 2021 to the following PPS contact:
Anne McMartin
Procurement
155 Queen Street, 4th Floor
Ottawa ON K1A 0B8
Email: Anne.McMartin@pps-spp.parl.gc.ca
- 1.5.2 All questions submitted by Bidders by email to the PPS Contracting Authority will be deemed to be received once the email has entered the PPS' email inbox. No such communications are to be directed to anyone other than the PPS Contracting Authority named above in clause 1.5.1. Questions received after the closing time may not be answered.
- 1.5.3 PPS is under no obligation to provide additional information, and PPS will not be responsible for any information provided by or obtained from any source other than the PPS Contracting Authority.
- 1.5.4 It is the responsibility of the Bidder to seek clarification from the PPS Contracting Authority prior to the time set out in clause 1.5.1 on any matter it considers to be unclear. PPS will not be responsible for any misunderstanding on the part of the Bidder concerning the RFP or the procurement process.

1.6 Amendment and Withdrawal of Responses

- 1.6.1 Bidders may amend their responses prior to the closing date of the RFP by submitting the amendment electronically to the PPS email address listed in 1.4.2. The amendment must contain the RFP title and number and the full legal name of the Bidder. Any such amendment should clearly indicate which part of the response the amendment is intended to replace.

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PART 1 – INTRODUCTION

- 1.6.2 At any time throughout the RFP process, a Bidder may withdraw a submitted response. To effect a withdrawal, a notice of withdrawal must be sent to the Parliamentary Protective Service Contact and must be signed by an authorized representative. The Parliamentary Protective Service is under no obligation to return withdrawn responses.

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PART 2 – EVALUATION OF PROPOSALS

2.1 Evaluation of Responses

- 2.1.1 An Evaluation Team has been assembled to review the responses, assess their compliance against the selection and evaluation criteria of this RFP, and consider accepting the responses of one or more compliant Bidders. The criteria to be used by the Evaluation Team to assess and rate the responses are shown in Appendix E, Evaluation Criteria and Financial Evaluation. All aspects of the criteria should be thoroughly addressed by Bidders. Those Bidders responding with unqualified phrases such as "we comply", will not be rated as highly as those Bidders that described in some detail just how they comply.
- 2.1.2 While price is a factor in the selection of the successful Bidder(s), other criteria are weighted and will be evaluated accordingly.

2.2 Stages of Evaluations

The evaluation of responses will be conducted in the following stages:

2.2.1 **Stage I – Mandatory Criteria, Submission and Rectification**

Submission and Rectification Period

Stage I will consist of a review to determine which responses are complete and provide all required information to perform the subsequent stages of evaluation.

Only those Bidders whose responses meet the mandatory criteria, as described in Appendix E, Table 1 – Mandatory Criterion (Stage I), will proceed to Stage II.

Bidders who have submitted an incomplete response as of the Submission Deadline will be provided an opportunity to rectify any deficiencies related to completeness within the Rectification Period.

The Rectification Period will begin to run from the date and time that the Parliamentary Protective Service issues its rectification notice to a Bidder. During the Rectification Period, Bidders may not make changes to their responses, except to provide requested information necessary to complete the response.

At the end of the Rectification Period, responses which remain incomplete will be deemed non-compliant and excluded from further consideration. Responses that are deemed complete at the end of the Rectification Period will proceed to Stage II of the evaluation process.

2.2.2 **Stage II will consist of a scoring on the basis of the Rated Criteria as set out in Appendix E.**

Subject to the Terms of Reference and Governing Law, the top-ranked Bidder as established under the evaluation will be selected to enter into an agreement for the provision of the Deliverables. The selected Bidder will be expected to enter into an agreement within the timeframe specified in the selection notice. Failure to do so may, among other things, result in the disqualification of the Bidder and the selection of another Bidder, or the cancellation of the RFP.

2.2.3 **The PPS intends to award up to One (1) Framework Agreements resulting from this RFP.**

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PART 2 – EVALUATION OF PROPOSALS

2.3 **Mandatory Requirements**

2.2.1 **Submission Form**

Each response must include a Submission Form (Appendix B) completed and signed by the Bidder.

2.2.2 **Pricing Form**

Bidders must complete the Pricing Structure Form (Appendix C) and include with its response.

2.3 **Rated Criteria**

In addition to submitting the Proposal Submission Form, noted above, Bidders should respond to the non-price factors described in Appendix E.

2.4 **Tie Score**

In the event of a tie score, the selected Bidder will be determined by way of a coin toss.

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PART 3 – TERMS AND CONDITIONS OF THE PROCUREMENT PROCESS

3.1 **BIDDERS TO FOLLOW INSTRUCTIONS**

Bidders should structure their responses in accordance with the instructions in the RFP. Where information is requested in the RFP, any response made in a proposal should reference the applicable clause numbers of the RFP where that request was made.

In the event of any discrepancies between the English and French versions of this RFP, the English version of the RFP document will prevail.

In the event of any discrepancies between the notice posted on Buy and Sell and this RFP document, the information in this RFP document will prevail.

3.2 **COMMUNICATION OF RFP DOCUMENTS AND ADDENDA**

The Parliamentary Protective Service will only post RFP documents and any associated Addenda via email.

3.3 **INFORMATION IN RFP AN ESTIMATE ONLY**

The Parliamentary Protective Service makes no representation, warranty or guarantee as to the accuracy of the information contained in this RFP or issued by way of addenda. Any quantities shown or data contained in the RFP or provided by way of addenda are estimates only and are for the sole purpose of indicating to Bidders the general size of the opportunity. It is the Bidder's responsibility to avail itself of all the necessary information to prepare a proposal in response to the RFP.

3.4 **BIDDERS SHALL BEAR THEIR OWN COSTS**

Each Bidder shall bear all costs associated with or incurred in the preparation and presentation of its response, including, if applicable, costs incurred for acceptance testing or presentations.

3.5 **COMMUNICATION AFTER ISSUANCE OF RFP**

3.5.1 **Bidders to Review RFP**

3.5.1.1 Bidders should promptly examine all of the documents comprising the RFP, and

- (a) report any errors, omissions or ambiguities; and
- (b) direct questions or seek additional information by email to the Parliamentary Protective Service Contact as set out in Part 1, clause 1.4.2.

3.5.1.2 The Parliamentary Protective Service is under no obligation to provide additional information, and the Parliamentary Protective Service is not responsible for any information provided by or obtained from any source other than the Parliamentary Protective Service Contact.

3.5.1.3 It is the responsibility of the Bidder to seek clarification from the Parliamentary Protective Service Contact on any matter it considers to be unclear. The Parliamentary Protective Service is not responsible for any misunderstanding on the part of the Bidder concerning the RFP or the procurement process.

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PART 3 – TERMS AND CONDITIONS OF THE PROCUREMENT PROCESS

3.5.2 All New Information to Bidders by Way of Addenda

3.5.2.1 The RFP may be amended only by an addendum in accordance with this clause. If the Parliamentary Protective Service, for any reason, determines that it is necessary to provide additional information relating to the RFP, such information will be communicated to all Bidders by addenda. Each addendum forms an integral part of the RFP.

3.5.2.2 Such addenda may contain important information, including significant changes to the RFP. Bidders are responsible for obtaining all addenda issued by the Parliamentary Protective Service. In the Proposal Submission Form (Appendix B), Bidders should confirm their receipt of all addenda by setting out the number of each addendum in the space provided.

3.5.3 Post-Deadline Addenda and Extension of Submission Deadline

If any addendum is issued after the Deadline for Issuing Addenda (if applicable), the Parliamentary Protective Service may at its discretion extend the Submission Deadline for a reasonable amount of time.

3.5.4 Verify, Clarify & Supplement

When evaluating responses, the Parliamentary Protective Service may request further information from the Bidder or third parties in order to verify, clarify or supplement the information provided in the Bidder's response. The Parliamentary Protective Service may revisit and re-evaluate the Bidder's response or ranking on the basis of any such information.

3.5.5 No Incorporation by Reference

The entire content of the Bidder's response should be submitted in a fixed form (PDF format).

The content of websites or other external documents referred to in the Bidder's response will not be considered to form part of its response. Bidders should include any reference material they wish to be considered for evaluation within their response. Any material or documents outside the response will not be considered. Should a Bidder wish to provide screen shots of its website for evaluation, copies or printouts of website material should be included within the response. URL links to the Bidder's website will not be considered by the Parliamentary Protective Service Evaluation Team.

3.5.6 Responses to be retained by the Parliamentary Protective Service

The Parliamentary Protective Service will not return the response or any accompanying documentation submitted by a Bidder.

3.6 NEGOTIATIONS, NOTIFICATION AND DEBRIEFING

3.6.1 Selection of Highest-Ranked Bidder

The highest-ranked Bidder, as established under Part 2, Evaluation of Responses, will receive a written invitation to enter into negotiations with the Parliamentary Protective Service.

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PART 3 – TERMS AND CONDITIONS OF THE PROCUREMENT PROCESS

3.6.2 Timeframe for Negotiations

The Parliamentary Protective Service intends to conclude negotiations with the highest-ranked Bidder within **five (5) business days** commencing from the date the Parliamentary Protective Service invites the highest-ranked Bidder to enter negotiations. A Bidder invited to enter into negotiations should therefore be prepared to provide requested information in a timely fashion and to conduct its negotiations expeditiously.

3.6.3 Process Rules for Negotiation

Any negotiations will be subject to the process rules contained in this Part 3, Terms and Conditions of the Procurement Process and Appendix B, Proposal Submission Form and will not constitute a legally binding offer to enter into an agreement on the part of the Parliamentary Protective Service or the Bidder. Negotiations may include requests by the Parliamentary Protective Service for supplementary information from the Bidder to verify, clarify or supplement the information provided in its response or to confirm the conclusions reached in the evaluation, and may include requests by the Parliamentary Protective Service for improved pricing from the Bidder.

3.6.4 Terms and Conditions

The terms and conditions that will form any resulting agreement will be provided to the highest-ranked Bidder prior the commencement of the negotiation process, and will form the starting point for negotiation.

3.6.5 Failure to Enter Into Agreement

Bidders should note that if the parties cannot execute an agreement within the allotted five (5) business days, the Parliamentary Protective Service may invite the next highest-ranked Bidder to enter into negotiations. In accordance with the process rules in this Part 3, Terms and Conditions of the Procurement Process and clause 2 of Appendix B, the Proposal Submission Form, there will be no legally binding relationship created with any Bidder prior to the execution of a written agreement. With a view to expediting agreement formalization, at the midway point of the above-noted timeframe, the Parliamentary Protective Service may elect to initiate concurrent negotiations with the next-highest-ranked Bidder. Once the above-noted timeframe lapses, the Parliamentary Protective Service may discontinue further negotiations with the highest-ranked Bidder. This process will continue until an agreement is formalized, until there are no more Bidders remaining that are eligible for negotiations or until the Parliamentary Protective Service elects to cancel the procurement process.

3.6.6 Notification to Other Bidders

Other Bidders that become eligible for negotiations will be notified at the commencement of their respective negotiations. Once an agreement is executed between the Parliamentary Protective Service and a Bidder, the other Bidders may be notified directly in writing and/or will be notified by public posting in the same manner that the RFP was originally posted of the outcome of the procurement process and the award of the agreement.

3.6.7 Debriefing

Bidders may request a debriefing after receipt of a notification of award. All requests must be in writing to the Parliamentary Protective Service Contact and must be made within thirty (30) calendar days of notification of award. The intent of the debriefing information session is to aid the Bidder in

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PART 3 – TERMS AND CONDITIONS OF THE PROCUREMENT PROCESS

presenting a better response in subsequent procurement opportunities. Any debriefing provided is not for the purpose of providing an opportunity to challenge the procurement process.

3.7 CONFLICT OF INTEREST AND PROHIBITED CONDUCT

3.7.1 Conflict of Interest

The Parliamentary Protective Service may disqualify a Bidder for any conduct, situation or circumstances, as solely determined by the Parliamentary Protective Service, that constitutes a Conflict of Interest. For the purposes of this clause, “Conflict of Interest” will have the meaning ascribed to it in clause 7 of the Proposal Submission Form (Appendix B).

3.7.2 Prohibited Bidder Communications

Bidders will not engage in any communications as described in clause 7.1.2 of the Proposal Submission Form (Appendix B). Bidders should also take note of the Conflict of Interest declaration set out in the Proposal Submission Form (Appendix B).

3.7.3 Bidder Not to Communicate with Media

Bidders may not at any time directly or indirectly communicate with the media in relation to the RFP or any agreement awarded pursuant to the RFP without first obtaining the written permission of the Parliamentary Protective Service Contact.

3.7.4 No Lobbying

Bidders may not in relation to the RFP or the evaluation and selection process in respect thereof, engage in any form of political or other lobbying whatsoever to influence the selection of the approved Bidder(s). Further, no Bidder or any person affiliated to a Bidder will attempt to communicate in relation to the RFP or a Bidder’s response, directly or indirectly, with any director, officer, employee or other representative of the Parliamentary Protective Service, except as expressly directed or permitted by the RFP.

3.7.5 Illegal or Unethical Conduct

Bidders will not engage in any illegal bidding practices, including such activities as bid-rigging, price-fixing, bribery, fraud or collusion. Bidders will not engage in any unethical conduct, including lobbying or other inappropriate communications, offers of gifts to Parliamentary Protective Service employees, deceitfulness, submitting responses containing misrepresentations or other misleading or inaccurate information, or any other conduct that compromises or may be seen to compromise the procurement process.

3.7.6 Past Performance or Inappropriate Conduct

The Parliamentary Protective Service may prohibit a supplier from participating in a procurement process based on past performance or based on inappropriate conduct in a prior procurement process, and such inappropriate conduct includes but is not be limited to the following: (a) the submission of quotations containing misrepresentations or any other inaccurate, misleading or incomplete information; (b) the refusal of a supplier to honour its pricing or other commitments made in a response or bid; or (c) any other conduct, situation or circumstance, as solely determined by the Parliamentary Protective Service, that constitutes a Conflict of Interest. For the purposes of this clause, “Conflict of Interest” will have the meaning ascribed to it in the Proposal Submission Form (Appendix B).

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PART 3 – TERMS AND CONDITIONS OF THE PROCUREMENT PROCESS

3.8 **CONFIDENTIAL INFORMATION**

3.8.1 All information provided by or obtained from the Parliamentary Protective Service in any form in connection with the RFP either before or after the issuance of the RFP

3.8.1.1 is the sole property of the Parliamentary Protective Service and must be treated as confidential;

3.8.1.2 is not to be used for any purpose other than replying to the RFP and the execution of any subsequent agreement;

3.8.1.3 must not be disclosed without prior written authorization from the Parliamentary Protective Service; and

3.8.1.4 will be returned by the Bidders to the Parliamentary Protective Service immediately upon the request of the Parliamentary Protective Service.

3.8.2 **Confidential Information of Bidder**

Bidders should identify any information in their response or any accompanying documentation supplied in confidence for which confidentiality is to be maintained by the Parliamentary Protective Service. The confidentiality of such information will be maintained by the Parliamentary Protective Service, except as otherwise required by law or by order of a court or tribunal. Bidders are advised that their responses will, as necessary, be disclosed on a confidential basis, to the Parliamentary Protective Service's advisors retained for the purpose of evaluating or participating in the evaluation of their responses. If a Bidder has any questions about the collection and use of information pursuant to the RFP, questions are to be submitted to the Parliamentary Protective Service Contact.

3.9 **PROCUREMENT PROCESS NON-BINDING**

3.9.1 **No Contract A and No Claims**

The procurement process is not intended to create and does not create a Contract A bidding process nor any contractual or other legally enforceable obligations. The procurement process is instead governed by the law applicable to direct commercial negotiations. For greater certainty and without limitation:

3.9.1.1 Neither the Bidder nor the Parliamentary Protective Service has the right to make any claims (in contract, tort, or otherwise) against the other with respect to the award of an agreement, failure to award an agreement or failure to honour a response to the RFP.

3.9.2 **No agreement until execution of written agreement**

The procurement process is intended to identify prospective suppliers for the purposes of negotiating potential agreements. No legal relationship or obligation regarding the procurement of any good or service will be created between a Bidder and the Parliamentary Protective Service by the procurement process. An agreement will only exist following successful negotiation and execution of a written agreement for the acquisition of goods and/or services.

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PART 3 – TERMS AND CONDITIONS OF THE PROCUREMENT PROCESS

3.9.3 **Non-binding price estimates**

While the pricing information provided with responses will be non-binding prior to the execution of a written agreement, such information will be assessed during the evaluation of responses and the ranking of the Bidders. Any inaccurate, misleading or incomplete information, including withdrawn or altered pricing, could have an adverse impact on any such evaluation, ranking or agreement award.

3.9.4 **Disqualification for Misrepresentation**

The Parliamentary Protective Service may disqualify the Bidder or rescind an agreement subsequently entered into if the Bidder's response contains misrepresentations or any inaccurate, misleading or incomplete information.

3.9.5 **References and Past Performance**

The Parliamentary Protective Service's evaluation may include information provided by the Bidder's references and may also consider the Bidder's past performance on previous agreements with the Parliamentary Protective Service.

3.9.6 **Cancellation**

The Parliamentary Protective Service may cancel or amend this procurement process without liability at any time.

3.10 **GOVERNING LAW AND INTERPRETATION**

3.10.1 **Governing Law**

The terms and conditions in this Part 3, Terms and Conditions of the Procurement Process are:

3.10.1.1 included for greater certainty and are intended to be interpreted broadly and separately (with no particular provision intended to limit the scope of any other provision);

3.10.1.2 non-exhaustive (and will not be construed as intending to limit the pre-existing rights of the parties to engage in pre-contractual discussions in accordance with the common law governing direct commercial negotiations); and

3.10.1.3 to be governed by and construed in accordance with the laws of the province of Ontario and the federal laws of Canada applicable therein.

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A – FRAMEWORK AGREEMENT TERMS AND CONDITIONS

1. **GOVERNING LAWS AND JURISDICTION**

The Framework Agreement shall, for all purposes, be governed by and construed in accordance with the laws of the Province of Ontario. The Supplier irrevocably attorns to the exclusive jurisdiction of the courts of Ontario with respect to any matter arising under or related to this agreement and related purchase orders.

2. **PRIORITY OF DOCUMENTS**

The documents specified below form part of and are incorporated into the Framework Agreement. If there is a discrepancy between the wordings of any documents that appear on the list, the wording of the document that first appears shall prevail over the wording of any document that subsequently appears on the list.

- 2.1. Section A, Framework Agreement Terms and Conditions;
- 2.2. Section B, Statement of Requirements;
- 2.3. Section C, Pricing Structure;
- 2.4. Appendix A, Resulting Purchase Orders Terms and Conditions.

3. **TIME IS OF THE ESSENCE**

The work must be performed within or at the time stated in the Framework Agreement or any Purchase Order issued against the Framework Agreement.

4. **REQUIREMENT**

The Supplier shall use the methodology described in its proposal, provide the services required to meet the requirements set out in Section B, as specified in this Framework Agreement.

5. **STATUS OF CAPACITY**

The Supplier has represented and does hereby warrant that:

- 5.1 it has the personnel, experience, qualifications, equipment, facilities and all other skills and resources necessary to provide the goods and/or services to the Parliamentary Protective Service required herein and to do so in an efficient and timely manner, and
- 5.2 all goods and/or services provided under this agreement shall meet or exceed industry standards and shall be provided in accordance with applicable law.

6. **PERIOD OF FRAMEWORK AGREEMENT**

6.1 The Supplier will perform the tasks and provide the services outlined herein and any attached Schedules and/or Appendices, from the date of award for a period of three (3) year, in accordance with the Terms and Conditions listed herein.

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A – FRAMEWORK AGREEMENT TERMS AND CONDITIONS

- 6.2 The Parliamentary Protective Service reserves the irrevocable option of extending this agreement under the same terms and conditions for an additional two (2) one (1) year periods.
- 6.3 The last day of the term or any extension of the term of this agreement indicated on page one (1) shall be known as the expiry date. This is the last day that an order may be issued pursuant to this agreement. All such orders are to be honoured, notwithstanding that delivery will occur after the expiry date of the Framework Agreement. Delivery must be completed within thirty (30) days after the expiry date of this Framework Agreement. No order is to be issued pursuant to this Framework Agreement after the expiry date.

7. PRICE CERTIFICATION

Negotiated prices will be firm for the period of the Framework Agreement. Any subsequent price increase must be submitted and justified in writing with a thirty (30) calendar days' notice and must be approved by the Parliamentary Protective Service' Contracting Authority.

8. LIMITATION OF EXPENDITURE

No increase in the total liability of the Parliamentary Protective Service with regard to the price of the goods and/or services resulting from any design changes, modifications or interpretation of specifications, will be authorized or paid to the Supplier, unless such design changes, modifications or interpretations of specifications have been approved by the Parliamentary Protective Service' Contracting Authority in writing prior to their incorporation in the work.

9. TRAVEL EXPENSE PROVISION

The cost of the travel, accommodation and meals incurred by the Supplier are for the Supplier's account and will not be paid by the Parliamentary Protective Service.

10. GOODS AND SERVICES TAX (GST) / HARMONIZED SALES TAX (HST)

The GST or any other federal tax such as the HST is not included in the firm price. This tax, to the extent applicable, is to be shown separately on all invoices and will be paid by the Parliamentary Protective Service. The Supplier's federal tax registration number must appear on invoices when that federal tax is being charged. The Supplier agrees to bill and collect any applicable federal tax and to remit to the Canada Revenue Agency any federal tax received from the Parliamentary Protective Service.

11. PROVINCIAL SALES TAX (PST) IN PROVINCES OTHER THAN QUEBEC

- 11.1 The Parliamentary Protective Service is PST exempt, but is subject to GST and HST as indicated in clause 10.
- 11.2 If a PST license number or a signed certificate of exemption is required, it will be provided upon request. The Parliamentary Protective Service recognizes the requirements set out in the legislation of the provinces where PST applies and, as such, all purchasing orders, purchase documents, acquisition card forms and agreements issued by the Parliamentary Protective Service will make reference to the appropriate PST licence number.

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A – FRAMEWORK AGREEMENT TERMS AND CONDITIONS

12. QUEBEC SALES TAX (QST)

- 12.1 The Parliamentary Protective Service will pay the QST, if applicable.
- 12.2 The QST is not included in the firm price. This tax, to the extent applicable, is to be shown separately on all invoices. The Supplier agrees to invoice and collect from the Parliamentary Protective Service the QST and to further remit it to Revenue Quebec as required. The Supplier's QST registration number must appear on invoices when that tax is being charged.

13. PROVINCIAL ANCILLARY TAXES AND REGULATORY CHARGES

- 13.1 For the purpose of this clause, an ancillary tax is a tax levied pursuant to a provincial statute other than the provincial retail sales tax legislation or its equivalent and the primary aspect of which is to raise revenue, whereas a regulatory charge is a charge introduced in a provincial legislative instrument other than in retail sales tax legislation or its equivalent and whose primary purpose is to finance a regulatory scheme.
- 13.2 The Parliamentary Protective Service is exempt from paying any ancillary taxes, but agrees to pay any applicable regulatory charge. In the event that a regulatory charge applies, it will not be included in the firm price.

14. ORDER FORM

If the Parliamentary Protective Service wishes to acquire services pursuant to this Framework Agreement, the following terms and conditions will apply:

- 14.1 The Parliamentary Protective Service shall request services, using a Parliamentary Protective Service Purchase Order (PO).
- 14.2 It is understood and agreed that no contractual obligation exists until the Supplier's offer is accepted by the Parliamentary Protective Service in whole or in part by means of a PO. In addition, the liability of the Parliamentary Protective Service under this Framework Agreement shall be limited to the actual amount of services ordered under each PO and under no circumstances beyond the financial limitation specified herein unless otherwise agreed to between the parties and reflected with an amendment to this Framework Agreement or any resulting PO.
- 14.3 It is understood and agreed that the terms and conditions herein and as set out in as Appendix A, Terms and conditions for resulting Purchase Orders (as amended from time to time at the discretion of the Parliamentary Protective Service) shall apply to services covered by a PO.

15. PRICING

For the successful provision of the goods and services detailed herein, the Supplier shall be paid according to the pricing schedule of this Framework Agreement. The prices are excluded of any PST, QST, GST and HST taxes and should include all applicable Canadian customs and excise taxes, and are FOB Destination.

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A – FRAMEWORK AGREEMENT TERMS AND CONDITIONS

16. METHOD OF PAYMENT

- 16.1 Subject to the approval of the appropriate authority of the Parliamentary Protective Service, payment by the Parliamentary Protective Service for goods and/or services will be made within thirty (30) days following the date on which goods and/or services have been received in accordance with the terms and conditions of the agreement or within thirty (30) days following the date on which an invoice has been received by the Parliamentary Protective Service' Financial Management Operations, along with the substantiating documentation, whichever date is the later.
- 16.2 Final payment will not be made until all deliverables have been submitted and judged satisfactory by the Parliamentary Protective Service' Project Authority.
- 16.3 All invoices must indicate the above Framework Agreement number and any applicable PO number and are to be submitted by email to finance-finances@pps-spp.parl.gc.ca and/or to the PPS Project Authority named in Section 34.

17. CANCELLATION OF FRAMEWORK AGREEMENT

- 17.1 The Framework Agreement may be terminated at any time and for any reason by the Parliamentary Protective Service with a ten (10) working days written notice.
- 17.2 The Framework Agreement may be terminated in writing at the discretion of the Parliamentary Protective Service, without prior notice, if the Supplier is for any reason unable to provide the goods or services required under the Framework Agreement.
- 17.3 The Framework Agreement may be terminated at the discretion of the Parliamentary Protective Service if, during the term of the Framework Agreement all or any part of the property, goods or effects of the Supplier are at any time seized or taken in execution or by attachment or if the Supplier makes an unauthorized assignment or becomes bankrupt or insolvent.
- 17.4 Upon the termination of the Framework Agreement prior to the expiry date, the Supplier shall be entitled to be paid an amount that, by mutual agreement of both parties, is equal to the work performed by the Supplier for the Parliamentary Protective Service to the date of termination, less any amounts that have previously been paid to the Supplier and any expenses reasonably incurred.
- 17.5 In the event of termination, the Supplier must forthwith give to the Parliamentary Protective Service all completed work and work-in-progress, including all software, data, programs, systems documentation, research, reports, papers, materials and other information relating to the completed work and work-in-progress.

18. AMENDMENTS TO FRAMEWORK AGREEMENT

No modification to the Framework Agreement shall be valid unless it is in writing and signed by each party hereto. All proposed changes to the agreement must be submitted to the Parliamentary Protective Service' Contracting Authority identified in clause 34.

CONTINUATION

A – FRAMEWORK AGREEMENT TERMS AND CONDITIONS

19. **CONFIDENTIALITY**

- 19.1 All information relating to the affairs of the Parliamentary Protective Service or of its employees, to which the Supplier, or any officer or servant of the Supplier, becomes privy as a result of the work to be done under the agreement must be treated as confidential during and after the performance of the services.
- 19.2 Upon expiry or termination of the Framework Agreement, if requested by the Parliamentary Protective Service, the Supplier agrees to destroy all documentation and expunge all data received by the Supplier or any officer or servant of the Supplier from the Parliamentary Protective Service during the period of the Framework Agreement.

20. **INDEPENDENT SUPPLIER**

It is the intention of the parties that the agreement is for the performance of services and/or the provision of goods and the Supplier is engaged as an independent Supplier providing goods and/or services to the Parliamentary Protective Service, and that neither the Supplier nor his/her employees, agents or representatives are engaged as Parliamentary Protective Service employees, and are not subject to the terms and conditions of employment applicable to Parliamentary Protective Service employees.

21. **ASSIGNMENT OF FRAMEWORK AGREEMENT**

The Framework Agreement may not be assigned, sub-contracted or transferred in any manner by the Supplier without the prior written consent of the Parliamentary Protective Service' Contracting Authority and any assignment, subcontract, or transfer made without that consent is void and of no effect.

22. **NO IMPLIED OBLIGATIONS**

No implied obligation of any kind by or on behalf of the Parliamentary Protective Service shall arise from anything in the Framework Agreement, and the express covenants and agreements herein contained and made by the Parliamentary Protective Service are and shall be the only covenants and agreements upon which any rights against the Parliamentary Protective Service are to be founded; and, without limiting the generality of the foregoing, the Framework Agreement supersedes all communications, negotiations and prior arrangements, either written or oral, relating to the work and made prior to the execution date of the Framework Agreement.

23. **PERFORMANCE**

The Supplier will report the performance under the Framework Agreement to the Parliamentary Protective Service in whatever format and frequency the Parliamentary Protective Service may require.

24. **CONFLICT OF INTEREST**

- 24.1 No employees of the Parliamentary Protective Service shall be admitted to any share or part of the Framework Agreement or to any benefit arising there from.

CONTINUATION

A – FRAMEWORK AGREEMENT TERMS AND CONDITIONS

24.2 The Supplier must not extend entertainment, gifts, gratuities, discounts or special services regardless of value to Parliamentary Protective Service employees or their families. The Supplier has the responsibility to report to the Parliamentary Protective Service any attempts by Parliamentary Protective Service employees, their families, to obtain such favours.

25. PUBLIC CEREMONY AND/OR ADVERTISING

25.1 The Supplier must not allow or permit any public ceremony in connection with the Framework Agreement.

25.2 The Supplier must not erect or permit the erection of any sign or advertising without the Parliamentary Protective Services' prior written consent.

25.3 The Supplier agrees not to use the name of the Parliamentary Protective Service, or any reference to the Parliamentary Protective Service, in any manner of advertising.

26. SECURITY REQUIREMENTS

26.1 Where it is determined by the Parliamentary Protective Service that the Supplier or an employee of the Supplier will have access to Parliamentary Protective Service buildings, or to sensitive information or valuable assets, in the execution of this Framework Agreement, prior to the commencement of work the Parliamentary Protective Service may carry out a criminal records name check for any person who requires such access.

26.2 No criminal records check will be carried out without the consent of the person affected. Where consent is refused, the Parliamentary Protective Service reserves the right to determine that this person will not participate in any way in the execution of this Framework Agreement.

27. PRIVILEGES OF PPS AND DAMAGES TO PREMISES

27.1 Nothing in this Framework Agreement shall be construed as a modification or limitation of the privileges, immunities and powers of the Parliamentary Protective Service. The Parliamentary Protective Service retains at all times the control over the premises including access thereto.

27.2 Where the performance of the work requires the presence of the Supplier's personnel on Parliamentary Protective Service premises, the Supplier must take the same care of the premises occupied as it would its own property and will be responsible for any damage to the Parliamentary Protective Service premises or equipment caused by the negligence of its officers, employees, representatives, or agents.

28. INDEMNIFICATION

The Supplier hereby undertakes to save harmless and agrees to indemnify the Parliamentary Protective Service and its employees against any liability whatsoever (including any claims, demands, losses, damages, costs, charges and expenses) that is incurred by the Parliamentary Protective Service and its employees as a direct or indirect result of the conduct of the Supplier, its agents, employees, representatives, or anyone acting on its behalf in the performance of this Framework Agreement.

CONTINUATION

A – FRAMEWORK AGREEMENT TERMS AND CONDITIONS

29. PROPRIETARY RIGHTS

All software, data, programs, system documents, research, reports, papers, material and information owned by the Supplier and used in the performance of the services under this agreement are, and will remain, the property of the Supplier, unless otherwise agreed by both parties. All software, data, programs, system documents, research, reports, papers, material, information, trademarks, patents, copyrights and industrial designs arising out of the Supplier's performance of its obligations under this agreement and paid for by the Parliamentary Protective Service under this agreement are the property of the Parliamentary Protective Service and neither the Supplier nor any officer, employee, representative, or agent of the Supplier shall divulge, release, or publish anything related to performance under this Framework Agreement without first obtaining the written permission of the Parliamentary Protective Service's Project Authority.

30. LICENCES AND PERMITS

The Supplier will be solely responsible for obtaining from the regulatory authorities under whose jurisdiction it operates and to which it is subject, all approvals, licences, certificates or other requirements connected with the subject matter of this Framework Agreement, including licences to use copyrighted software in the performance of the work. The Supplier must, upon request, provide copies of any documents evidencing such approval, licences, certificates or other requirements to the Parliamentary Protective Service's Project Authority.

31. ENVIRONMENTAL PRACTICES

The Supplier shall maintain or exceed the environmental practices indicated in its offer for the duration of the Framework Agreement.

32. REPRESENTATION

The Supplier and the Parliamentary Protective Service shall each appoint a representative to discuss any problems arising pursuant to the provisions contained in the Framework Agreement. The representative so appointed by the Parliamentary Protective Service shall be the Parliamentary Protective Service' Project Authority as referred to in this Framework Agreement.

33. PARLIAMENTARY PROTECTIVE SERVICE AUTHORITIES

The following individuals shall act as the Parliamentary Protective Service's respective authorities:

Project Authority	Contracting Authority
To be completed following agreement award.	Jonathan Kealey Manager, Procurement 165 Sparks Street, Room 611 Ottawa, ON K1A 0A6 Tel: 613- 943-4063 Email: jonathan.kealey@pps-spp.parl.gc.ca

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Enquiries (Primary Contact)

Anne McMartin

Senior Procurement Officer
165 Sparks Street, Room 611
Ottawa, ON K1A 0A6
Tel: 613-943-4095
Email: anne.mcmartin@pps-spp.parl.gc.ca

The preceding authorities may delegate their authority and act through their duly appointed representative.

34. SUPPLIER REPRESENTATIVES

The following individuals shall act as the Supplier's representatives:

Contracting Signing Authority	Account Manager (Primary Contact)
To be completed following Agreement Award.	To be completed following Agreement Award.
Other	
To be completed following Agreement Award.	

35. NOTICE

All notices to the Parliamentary Protective Service, including a change to the Supplier's coordinates, must be provided in writing to:

Parliamentary Protective Service
Procurement
155 Queen Street, #500
Ottawa ON, K1A 0A6
E-mail: ppsc-aspp@parl.gc.ca

36. SUBSTITUTION OF PERSONNEL

- 36.1 When specific persons have been named in the Supplier's proposal, the Supplier shall provide the services of the persons so named unless the Supplier is unable to do so for reasons beyond its control.
- 36.2 If at any time the Supplier is unable to provide the services of any specific person named in the Framework Agreement, for reasons beyond its control, or if the Parliamentary Protective Service' Project Authority requires the replacement of any individual, the Supplier shall provide a replacement with similar qualifications and experience that is acceptable to the Parliamentary Protective Service' Project Authority.
- 36.3 The Supplier shall, prior to replacing any specific personnel, give notice to the Parliamentary Protective Service' Project Authority of:
- 36.3.1 the reason for the removal of the named person from the Work (if such removal was not requested by the Parliamentary Protective Service); and

CONTINUATION

36.3.2 the name, qualifications and experience of the proposed replacement person.

A – FRAMEWORK AGREEMENT TERMS AND CONDITIONS

37. FRAMEWORK AGREEMENT REFRESH

37.1 The Parliamentary Protective Service reserves the right to award agreement(s) to additional qualified suppliers, should the Parliamentary Protective Service determine, in its sole discretion, that such additional qualified suppliers are required to meet its requirements. The Parliamentary Protective Service may exercise this option at any time but will not do so more than once per year.

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APPENDIX B – PROPOSAL SUBMISSION FORM

1. **BIDDER INFORMATION**

Please fill out the following form, and name one person to be the contact for the proposal and for any clarifications or amendments that might be necessary.	
Bidder Profile:	
Full Legal Name of Bidder*:	
Any Other Relevant Name under Which the Bidder Carries on Business:	
Street Address:	
City, Province/State:	
Postal Code:	
Phone Number:	
Fax Number:	
Company Website (If Any):	
RFP Point of Contact:	
RFP Contact Person and Title:	
RFP Contact Phone:	
RFP Contact Facsimile:	
RFP Contact E-mail:	

*In the case of a Consortium or Joint Venture, in addition to indicating who the prime supplier will be, Bidders must name the other parties that comprise the consortium or joint venture and their legal relationship. If Bidders plan to use subcontractors, the names of their subcontractors must be listed as well.

2. **ACKNOWLEDGMENT OF NON-BINDING PROCUREMENT PROCESS**

The Bidder acknowledges that this procurement process will be governed by the terms and conditions of the RFP, and that, among other things, such terms and conditions confirm that this procurement process is not intended to create and does not create a Contract A bidding process nor any contractual or other legally enforceable obligations, and that there will be no legal relationship or obligations created until the Parliamentary Protective Service and the selected Bidder have executed a written agreement.

3. **ABILITY TO PROVIDE DELIVERABLES**

The Bidder has carefully examined the RFP documents and has a clear and comprehensive knowledge of the deliverables required under the RFP. The Bidder represents and warrants its ability to provide the deliverables required under the RFP in accordance with the requirements of the RFP for the prices set out in the Appendix C - Pricing Structure Form. The Bidder has provided a list of any subcontractors to be used to complete the proposed agreement. The Bidder encloses herewith as part of the proposal the mandatory forms set out below:

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APPENDIX B – PROPOSAL SUBMISSION FORM

FORM	INITIAL TO ACKNOWLEDGE
Proposal Submission Form	
Pricing Structure Form	

Notice to Bidders: There may be forms required in the RFP other than those set out above. See the Mandatory Criteria section of the RFP for a complete listing of mandatory forms.

4. **NON-BINDING PRICE ESTIMATES**

The Bidder has submitted its prices in accordance with the instructions in the RFP and in the Pricing Structure Form set out in Appendix C. The Bidder confirms that the pricing information provided is accurate. The Bidder acknowledges that any inaccurate, misleading or incomplete information, including withdrawn or altered pricing, could adversely impact the acceptance of its proposal or its eligibility for future work.

5. **ADDENDA**

The Bidder has read and accepted all addenda issued by the Parliamentary Protective Service. The onus remains on Bidders to make any necessary amendments to their proposal based on the addenda. The Bidder confirms that it has received all addenda by listing the addenda numbers or, if no addenda were issued, by writing the word “None” on the following line:

_____.

6. **PROHIBITED CONDUCT**

The Bidder declares that it has not engaged in any conduct prohibited under clause 7 of Part 3 – Terms and Conditions of the Procurement Process, Conflict of Interest and Prohibited Conduct.

7. **CONFLICT OF INTEREST**

For the purposes of this clause, the term “Conflict of Interest” means:

- 7.1 in relation to the procurement process, the Bidder has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including but not limited to:
 - 7.1.1 having, or having access to, confidential information of the Parliamentary Protective Service in the preparation of its proposal that is not available to other Bidders;
 - 7.1.2 communicating with any person with a view to influencing preferred treatment in the RFP process (including but not limited to the lobbying of decision makers involved in the RFP process); or
 - 7.1.3 engaging in conduct that compromises, or could be seen to compromise, the integrity of the RFP process; or

CONTINUATION

PART 3 – TERMS AND CONDITIONS OF THE PROCUREMENT PROCESS

7.2 in relation to the performance of its contractual obligations contemplated in the agreement that is the subject of this procurement, the Bidder's other commitments, relationships or financial interests:

7.2.1 could, or could be seen to, exercise an improper influence over the objective, unbiased and impartial exercise of its independent judgement; or

7.2.2 could, or could be seen to, compromise, impair or be incompatible with the effective performance of its contractual obligations.

If the box below is left blank, the Bidder will be deemed to declare that (a) there was no Conflict of Interest in preparing its proposal; and (b) there is no foreseeable Conflict of Interest in performing the contractual obligations contemplated in the RFP.

Otherwise, if the statement below applies, check the box.

- The Bidder declares that there is an actual or potential Conflict of Interest relating to the preparation of its proposal, and/or the Bidder foresees an actual or potential Conflict of Interest in performing the contractual obligations contemplated in the RFP.

If the Bidder declares an actual or potential Conflict of Interest by marking the box above, the Bidder must set out below details of the actual or potential Conflict of Interest:

The following individuals, as employees, advisors, or in any other capacity (a) participated in the preparation of our proposal; **AND** (b) were employees of the Parliamentary Protective Service and have ceased that employment within twenty-four (24) months prior to the Submission Deadline:

Name of Individual:
Job Classification:
Service Area:
Last Date of Employment with the Parliamentary Protective Service:
Name of Last Supervisor:
Brief Description of Individual's Job Functions:
Brief Description of Nature of Individual's Participation in the Preparation of the Proposal:

(Repeat above for each identified individual)

The Bidder agrees that, upon request, the Bidder will provide the Parliamentary Protective Service with additional information from each individual identified above in the form prescribed by the Parliamentary Protective Service.

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APPENDIX B – PROPOSAL SUBMISSION FORM

8. DISCLOSURE OF INFORMATION

The Bidder hereby agrees that any information provided in this proposal, even if it is identified as being supplied in confidence, may be disclosed where required by law or if required by order of a court or tribunal. The Bidder hereby consents to the disclosure, on a confidential basis, of this proposal by the Parliamentary Protective Service to the Parliamentary Protective Service's advisors retained for the purpose of evaluating or participating in the evaluation of this proposal.

Signature of Witness

Signature of Bidder Representative

Name of Witness

Name and Title

Date:

I have authority to bind the Bidder and attest to the accuracy of the information provided in this proposal.

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APPENDIX C – PRICING STRUCTURE FORM

1. PRICING

1.1 Seminar Delivery Price

The Supplier will be paid in accordance with the following Pricing Schedule for Work performed pursuant to this Framework Agreement.

Prices quoted must include all costs, labour, material, overhead, general and administrative expenses and profit, but be exclusive of the Goods and Services Tax (GST) (or other applicable Federal Tax), and must be quoted in Canadian dollars.

Training Development of Programs/Workshops/Courses (if applicable) (Price includes the development and translation)		
Length	Development	Customization
Hourly rate		
½ day rate (3.5 hours)		
Daily rate (7-hour day)		

Training Delivery of Programs/Workshops/Courses (Price includes all training material, translation, and printing fees)				
Length	Classroom (Service's premises)	Classroom (Supplier's premises)	Webinar (hosted by the Service) *	Webinar (hosted by the Supplier) *
½ day				
1-day				
2-day				
3-day				
4-day				
5-day				

*Price must include shipping material to the participants' home for webinars

CONTINUATION

APPENDIX D – STATEMENT OF REQUIREMENTS

1. TITLE

Delivery of training programs, workshops and courses.

2. PURPOSE

The Parliamentary Protective Service (Service) is looking to qualify Suppliers in each of the following streams:

1. The delivery of leadership development programs;
2. The delivery of workshops and courses;

Suppliers are encouraged to submit for one or more streams.

3. BACKGROUND

The Service is committed to providing exceptional protective services to the Parliament of Canada. We are responsible for all matters of physical security on Parliament Hill and throughout the Precinct. We understand the increasingly unpredictable nature of local, national, and international security threats. We aim to foster a culture founded on innovation, professionalism, and operational excellence while respecting the privileges, immunities, and powers of the Houses of Parliament and balancing the need for an open and accessible Parliament. We recognize our unique, complex operating environment and our need to adapt to these conditions – and it starts with our people. Our teams are built on trust and support for one another and we work in unity to deliver our important mission. While we work in a politically - sensitive environment, our employees are strictly non-partisan. Equally important is our ability to serve our clients in both official languages of Canada.

We are committed to promoting and maintaining a competent, diversified, and inclusive workforce; one that is skilled and reflective of Canadian society. The Human Resources (HR) sector of the Service is responsible for managing the delivery of corporate training programs for employees. Among its core training programs, HR intends to offer training to ensure alignment with HR strategic priorities: update and roll-out of core values, implementation of our competency-based framework and the new employee review program, focus on diversity and inclusion.

4. DEFINITIONS

TERM/ACRONYM	DEFINITION
Contracting Authority	The Contracting Authority shall be the sole authority on behalf of the Service for the administration and management of the FA. Any changes to the FA must be authorized in writing by the Contracting Authority. Suppliers shall not perform work in excess of or outside the scope of the FA based on written requests from any personnel from the Service other than the Contracting Authority. The Contracting Authority for this requirement is named in clause 34 of the Terms and Conditions.

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Framework Agreement (FA)	An overarching agreement between the Service and a Supplier to provide services on an as-and-when-requested basis. A FA does not constitute a Contract. Individual service requirements will be initiated via a Purchase Order (PO). Upon acceptance of the PO by the Supplier, the PO forms a binding contractual commitment.
Facilitator	Field expert, specialist or trainer
Service	Parliamentary Protective Service
Parliamentary Precinct	For the purposes of this agreement, the Parliamentary precinct refers to buildings situated North and South of Wellington Street in the city of Ottawa that are occupied by the Service.
Project Authority (PA)	A person, occupying a specific position within the Service or fulfilling a specific organizational function, who is responsible for administration and management of any PO's and monitoring the Suppliers' execution of the work under the FA, as well as acting as a single point of contact on behalf of the Service.
Leadership Development Program	A Series of training, workshops, sessions and courses that, together, make up a program
Workshops and Courses	Individual sessions on specific topics
Seminar Material	Participant manuals, hand-outs, PowerPoint or audio-visual presentations
SOR	Statement of Requirements
SOW	Statement of Work
Supplier(s)	The qualified supplier(s) selected pursuant to the competitive selection process, who under a valid FA are eligible to be considered for any resulting PO based on the Work Allocation Procedure defined herein.

5. SCOPE

- Core Values

Because core values play such an essential role, the Service initiated an employee-led review of our Core Values. They represent our organization's deeply held beliefs and they are at the heart of what we stand for. They are the compass that guide us in our decisions and actions.

Core Values
Respect: We Value All People We value our colleagues, our partners, our clients, visitors to Parliament Hill and ourselves. We show the utmost appreciation for the dignity, diversity, and worth of all people. We value the different backgrounds, experiences, world views and expertise that each of us brings, recognizing that together our differences drive better decisions, increased innovation, stronger performance, and a culture where everyone can be themselves. We take pride in having a workplace that is inclusive, equitable and respectful.
Professionalism: We Value Professional Conduct

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As experts in our fields, no matter our role within the organization, we seek to achieve excellence in service provision by conducting our work with proficiency. We deliver on our mandate while applying the highest standards of behaviour and ethics.

Accountability: We Accept Responsibility

We are responsible for our actions and we foster an environment that encourages every person to be accountable. We take ownership for the quality of our work individually and as a team; our focus is on a successful outcome for all. When things don't go as planned, we proactively use it as an opportunity to share and learn.

Integrity: We Do What Is Right

We perform our duties in an ethical, honest, transparent, non-partisan and fair manner. We show uncompromising adherence to doing the right thing and to acting truthfully and honourably. We act with integrity even in the absence of scrutiny.

Leadership: The Courage to Shape a Better Future

We empower others by shaping an environment that allows us to achieve our objectives through our unique contributions. We inspire others into action by motivating each other to be the best that we can be. We demonstrate resiliency and flexibility, recovering from and quickly adjusting to difficulties. We are real, vulnerable, transparent human beings who speak the truth, value others' contributions, and invest in each other's growth. Leadership is the culmination and active practice of all our core values.

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- Core Competencies

The Service has identified five (5) core competencies, based on skills and behaviours, that contribute to the superior performance of everyone at the Service.

Core Competencies
<p>Teamwork & Collaboration</p> <p>Teamwork and Collaboration at the Service means that the employee:</p> <ul style="list-style-type: none">- Cooperates with others for greater results.- Actively shares expertise, information and knowledge helping others to achieve goals/synergy at work.- Fosters inclusive environment for everyone in the Service, acknowledging their values, understanding their needs and providing support when needed.- Invests time to mentor and coach others supporting their personal and professional excellence.
<p>Thinking skills</p> <p>Thinking skills at the Service means that the employee:</p> <ul style="list-style-type: none">- Masters information and knowledge and shares with others in area of expertise.- Discovers, analyses and explores potential for personal and organizational improvement, by challenging the status quo.- Interprets and transforms ideas into solutions, by mitigating risks and measuring success- Draws upon experience and forecasts possible outcomes of proposed actions (strategic thinking for results).
<p>Client Service Orientation</p> <p>Client Service Orientation as a competency means supporting the high-quality standards of the Service while delivering on its mandate and at the same time it means providing one another exceptional service. It involves supporting each other (supporting peers, supervisor supports his/her subordinates, project participant supports the project leader, etc.) and treating each other with respect while working towards one common organizational goal. Mastering the art of exceptional internal service, will, in turn, enhance the ability to meet organizational mandate at the same level.</p> <p>Client Service Orientation at the Service means that the employee:</p> <ul style="list-style-type: none">- Focused on identifying client, and their needs, while delivering on service mandate.- Prepared to educate client in a respectful manner (security lens).- Seeks understanding of client needs and expected outcomes; anticipates where possible.- Seeks clients' insights to ensure the service meets their needs and expectations.- Influences organizational priorities by committing on deliverables, initiatives and objectives.
<p>Communication</p> <p>Communication at the Service means that the employee:</p> <ul style="list-style-type: none">- Communicates respectfully, demonstrating neutrality and diplomacy.- Shares openly with others, adapting approach, language and style.- Nurtures dialogues through active listening and understanding messages properly.- Takes into considerations others' opinions, reflects and acts upon received information.

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- Conveys messages in accordance with the Service standards and works to influence or persuade, as necessary.

Leadership

Leadership at the Service means that the employee:

- Is a Leader in his/her role, exemplifying the Service values, principles, policies, and procedures.
- Enables others to grow and achieve success at work; steps aside giving others credit and celebrating their success.
- Innovates and champions initiatives using appropriate approaches to overcome obstacles and achieve organizational performance.
- Proactively takes actions and sets exemplary standards to meet and excel client's expectations.
- Takes initiative to foster communication at all levels.
- Genuinely committed in the area of expertise and fosters the environment of professional and personal growth for everyone.
- Leads by own example/ by setting example of the Service values.

- Workforce

The Service encompasses a wide range of employees from various backgrounds, levels of education and specialization that are grouped into two (2) major areas of functions: Operational (represents 85% of the Service employees) and Administrative (represents 15% of the Service employees). Within those areas of functions, there are four (4) main categories: senior management, management, supervisory and employees.

Categories	Description	Operational	Administrative
Senior Managers (approx. 30)	The senior managers support the strategic direction of the organization by mobilizing both administrative and operational business plans and programs that drive operational excellence through the delivery of corporate programs, activities and initiatives.	Chief (Sector), Deputy Chief, Operations Commander	Chief (Sector), Deputy Chief
Middle Managers (approx. 45)	Middle Managers are responsible with managing resources — whether financial, material, or personnel. Middle Managers focus on determining “what” it is their branch or unit does (i.e., purpose, function and roles). They have more insight into the broader operations of the business and make sure their branch or unit is aligned with the strategy of the organization. A middle manager can allocate resources to meet the organization's goals. Within the Service, a manager may oversee employees directly, or oversee a team of supervisors.	Senior Manager, Staff Sergeant, Manager, Sergeant	Senior Manager, Manager
First Level Managers / Supervisors	Comprised of front-line managers/supervisors, this category generally oversees a group of operational employees in similar jobs (from 12 to 25), who are	Supervisor	Team Lead

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(approx. 60)	doing similar work. First Level Managers/Supervisors are focused on day-to-day operations of “how” to implement management’s decisions in their team through the work of subordinates. They work alongside employees, looks after their work and performance. This stream representants most of our supervisory population.		
Employees (approx. 500)	Comprised mainly of front-line Operational employees (more than 80%). Operational employees work in the detection and protection to ensure the delivery of our organization’s mandate. Administrative employees comprise up to 20% of the workforce and support our mandate by providing services within Human Resources, Financial, Communications, Strategic Planning, Technology and Information services.	Protection Officer, Detection Officer	Senior Advisor, Advisor, Senior Analyst Analyst, Administrative Coordinator, Support Officer

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6. Scope of Work

- Streams

The scope of work is divided into two streams:

- 1) Leadership Development Programs
- 2) Workshops and Courses

The process governing the request for all streams will be enacted through a number of POs upon request and when a need arises. The Suppliers and/or its resource(s) will facilitate/deliver components as identified under each stream, separately, in both official languages. As applicable, a quotation will be requested and approved by the Service PA prior to issuing a PO.

i. Stream 1: Leadership Development Programs

The Supplier and/or its resource(s) will deliver the leadership development program in keeping with industry trends, and, as needed, to align with the culture and nature of work completed by the Service. It must also be aligned with the Service's strategic priorities, core values (see 5.1) and core competencies (see 5.2) which will be discussed with the Supplier during the kick-off meeting. The Service's expectations are that a variety of activities and approaches will be used; and measures will be put into place to assess the impact of these activities on the learning process. The Service PA will review, and request revisions/modifications/adjustments to the content, as required, which will be applied by the Supplier and/or its resource(s). The Supplier will re-submit the revised content to the Service PA for final approval.

The program will mainly target the following categories of employees (see 5.3 for more details about each category):

1) Target Audience: First level Managers/Supervisors – Immediate Need

The Service has an immediate need to offer a leadership development program to our supervisory employees comprised of first level managers/supervisors. This program must include learning that is applicable to both an operational and administrative workforce. It must incorporate action learning and other workplace application approaches. The leadership develop program may also be offered to aspiring leaders for developmental purposes.

As part of a pilot project, an external training provider delivered a training program to first level managers/supervisors in September 2020 and in February 2021 (total of 32 participants). The program was five (5) full days and offered over 2 different weeks. An outline of the program can be found under Appendix H.

The program content should cover the fundamental skills required as a first level manager/supervisor (newly appointed and experienced who need a refresher). Suggested topics may include but are not limited to:

- How to provide feedback
- How to have difficult conversations
- How to manage conflict
- How to build better work relationships through communication
- How to create an inclusive work environment that recognizes diversity

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- How to squash negativity and promote a positive and respectful work environment (that is free of harassment and violence)
- How to build your personal resilience
- How to effectively transition from the employee to the supervisor
- Coaching and mentoring

The Supplier will suggest at least one psychometric assessment tool that could be included in the program delivery. This assessment tool is intended to enhance the employee learning by providing crucial insights about themselves (i.e. recognizing strengths and developmental gaps with an aim to becoming better communicators, decision-makers, and leaders).

The Supplier will suggest a written assignment or assessment, such as a report or test, from each participant to be delivered or undertaken within a reasonable timeframe after the completion of the program. This assignment or assessment should evaluate the understanding of the knowledge acquired during the program, report on how they are applying them and what are the obtained results.

The completion of the program will be officialised with certificates provided by the Supplier and/or its resource(s).

2) Target Audience: Middle Manager – Future Needs

The Service has further identified the need to offer middle managers with leadership training programs, that is aligned with and supports the Service's overall learning and leadership framework (currently in development). On an as required basis, the Supplier will propose a training program to be delivered to middle managers. It is expected that, as the training shifts from one category to the next (first level manager/supervisor, middle manager, senior manager) so too should the strategic focus of the training.

CONTINUATION

3) Target Audience: Senior Manager – Future Needs

The Service has further identified the need to offer senior managers and executives with leadership training programs, that is aligned with and supports the Service's overall learning and leadership framework (currently in development). On an as required basis, the Supplier will propose a training program to be delivered to senior managers. It is expected that, as the training shifts from one category to the next (first level manager/supervisor, middle manager, senior manager) so too should the strategic focus of the training.

ii. Stream 2: Workshops and Courses

The Supplier and/or its resource(s) will deliver workshops and courses, as required, in keeping with industry trends, and, as needed, to align with the culture and nature of work completed by the Service. Workshops and courses are to be offered to meet the needs of varying target audiences, in accordance with the core values, core competencies and the overall population (four categories) in section 5.3. The Service's expectations are that a variety of activities and approaches will be used; and measures will be put into place to assess the impact of these activities on the learning process. The Service PA will review, and request revisions/ modifications/adjustments to the content, as required, which will be applied by the Supplier and/or its resource(s). The Supplier will re-submit the revised content to the Service PA for final approval.

Services shall be provided on an as-and-when required basis, with the timing of specific requirements to be determined by the Service PA and initiated via a PO with associated SOW.

Suggested topics may include but are not limited to:

- Performance Evaluation
- Providing Feedback
- Difficult Conversation
- Managing difficult situations
- Communication
- Coaching and Mentoring
- Conflict Resolution
- Managing Diverse Teams
- Critical thinking
- Problem Solving
- Motivational Techniques
- Emotional Intelligence
- Diversity and Inclusion
- Harassment Prevention
- Respectful Workplace

Upon request from the Service PA, the Supplier will deliver and/or customize existing workshop and courses from their catalogue.

The proposed workshops and courses shall be geared toward adult learning, featuring a range of interactive and experiential methods (e.g. group discussion, exploration, experimentation).

CONTINUATION

7. Deliverables and Schedule

STREAM 1 – LEADERSHIP DEVELOPMENT PROGRAM

Item	Deliverable	Description	Estimated timeframe
Phase 1 - Planning	Leadership Development Program and Psychometric Assessment	<p>The Supplier and/or its resource(s) shall:</p> <ul style="list-style-type: none"> • Meet with Service PA; • Discuss the deliverables based on the needs identified by the Service PA; • Submit a detailed project plan to the Service PA; • Adapt the proposed training with the needs identified by the Service PA; • Discuss the psychometric assessment tool to be used in the training delivery (if applicable); • Obtain approval from the Service PA for the selected tool and material (if applicable); and • Develop the evaluation process/ material in collaboration with the Service PA. 	<p>First Level Managers/ Supervisors: August 1, 2021</p> <p>Middle Managers: TBD</p> <p>Senior Managers: TBD</p>
	Participant Manuals for Leadership Development Programs	<p>Participant Manuals shall:</p> <ul style="list-style-type: none"> • Be on double-sided paper; • Be available in the language of the training (English and French); • Provide space for participants to take notes; • Include a table of contents; • Include a copy of the presentation being provided; • A list of tips and tools; and • A list of links and resources. 	<p>Participant training manuals shall be submitted for approval, at a minimum fifteen (15) working days prior to the scheduled training.</p>
Phase 2 - Delivery	Leadership Development Program and Psychometric Assessment	<p>The Supplier and its resource(s) shall:</p> <ul style="list-style-type: none"> • Provide a copy of the PowerPoint presentation to the Service PA two (2) working days prior to any training; • Deliver the training content; • Include instructions on how to complete and read the results (if applicable); • Provide access to the tool and material to each participant (if applicable); • Provide to the Service PA after each delivery the names and particulars of participants who attended the course; and • Provide the course evaluation, lessons learned and recommendations in a final report at the post-mortem meeting following each program. 	<p>First Level Managers/ Supervisors to be delivered starting October 1st, 2021</p> <p>Middle Managers: TBD</p> <p>Senior Managers: TBD</p>

CONTINUATION

	<p>Completion Certificate</p>	<p>The Supplier shall provide the Service PA with a certificate to recognize completion of any training for all participants upon completion. The certificate shall include:</p> <ul style="list-style-type: none"> • Name of participant as listed on the attendance sheet • Title of the training • Date(s) of the training • Date of completion • Service Emblem (as per Service guidelines, which will be provided to all qualified Suppliers) • Logo of the Supplier <p>Certificate distribution:</p> <ul style="list-style-type: none"> • Electronic certificates shall be provided by the Supplier to the Service PA via email; • Paper certificates shall be provided by the Supplier to the participants at the end of the training. 	<p>Certificates shall be sent to the Service PA within five (5) business days after the training is completed.</p>
<p>Phase 3 – Amendment based on feedback</p>	<p>Leadership Development Program and Psychometric Assessment</p>	<p>The Supplier and/or its resource(s) will:</p> <ul style="list-style-type: none"> • Work with the Service PA to evaluate the training and modify content required; • Work with the Service PA to evaluate the psychometric assessment tool and suggest another tool (if applicable); and • Provide progress reports to the Service PA when the training is modified to keep current with industry standards. 	<p>First Level Managers/ Supervisors: First review to be completed by mid-October 2021</p> <p>Middle Managers: TBD</p> <p>Senior Managers: TBD</p>

CONTINUATION

STREAM 2 – WORKSHOPS AND COURSES

Item	Deliverable	Description	Estimated timeframe
Phase 1 - Planning	Workshops and Courses	<p>The Supplier and/or its resource(s) shall:</p> <ul style="list-style-type: none"> • Meet with Service PA; • Discuss the deliverables based on the needs identified by the Service PA; • Submit a detailed project plan to the Service PA; • Adapt the proposed training with the needs identified by the Service PA; and • Develop the evaluation process/material in collaboration with the Service PA. 	Workshops and Courses: August 1 st , 2021, or as requested
	Participant Manuals for Workshops and Courses	<p>Participant Manuals shall:</p> <ul style="list-style-type: none"> • Be on double-sided paper; • Be available in the language of the training (English and French); • Provide space for participants to take notes; • Include a table of contents; • Include a copy of the presentation being provided; • A list of tips and tools; and • A list of links and resources. 	Participant training manuals shall be submitted for approval, at a minimum fifteen (15) working days prior to the scheduled training.
Phase 2 - Delivery	Workshops and Courses	<p>The Supplier and its resource(s) shall:</p> <ul style="list-style-type: none"> • Provide a copy of the PowerPoint presentation to the Service PA two (2) working days prior to any training; • Deliver the training content; • Provide to the Service PA after each delivery the names and particulars of participants who attended the course; and • Provide the course evaluation, lessons learned and recommendations in a final report at the post-mortem meeting following each program. 	Workshops and Courses: Ongoing, as requested

CONTINUATION

	Completion Certificate	<p>The Supplier shall provide the Service PA with a certificate to recognize completion of any training for all participants upon completion. The certificate shall include:</p> <ul style="list-style-type: none"> • Name of participant as listed on the attendance sheet • Title of the training • Date(s) of the training • Date of completion • Service Emblem (as per Service guidelines, which will be provided to all qualified Suppliers) • Logo of the Supplier <p>Certificate distribution:</p> <ul style="list-style-type: none"> • Electronic certificates shall be provided by the Supplier to the Service PA via email; • Paper certificates shall be provided by the Supplier to the participants at the end of the training. 	Certificates shall be sent to the Service PA within five (5) business days after the training is completed.
Phase 3 – Amendment based on feedback	Workshops and Courses	<p>The Supplier and/or its resource(s) will:</p> <ul style="list-style-type: none"> • Work with the Service PA to evaluate the training and modify content required; and • Provide progress reports to the Service PA when the training is modified to keep current with industry standards. 	Workshops and Courses: Ongoing, as requested

8. Training Delivery Format

All training is to take place during business hours (between 8:00 a.m. and 4:00 p.m. local time) for a maximum 8 hours per day. A full-day training course should include at least a 15-minute morning break, 1 hour for lunch and a 15-minute afternoon break.

a) Classroom:

Whenever the training is delivered in person, the Supplier or the Service will be capable of providing a facility that can accommodate at least sixteen (16) participants while respecting the Ottawa Public Health's restrictions/guidelines.

CONTINUATION

b) Webinar:

The Supplier must be able to delivery the training via webinar. The platform used for the delivery must be pre-approved by the Service. When the training is delivered via webinar, the Supplier must have its own equipment, moderator and/or technical support.

9. Work Allocation Procedure

The Service may choose to request a proposal for the services requested in the RFP (independently or any combination of service) as per the following Work Allocation Procedure:

- a) The Service PA will prepare a SOW for the requirement;
- b) The Service PA will seek proposals from one or more Suppliers by incorporating the SOW to an email and sending it to the selected qualified Supplier(s);
- c) Proposal(s) are to be received by the Service PA within seventy-two (72) hours of the Service's issuance of the email to the Supplier;
- d) In discussion with the Supplier, the Service PA will adapt the course outline to reflect its needs.
- e) Once the Service PA or designated authority has determined the successful Supplier, a PO will be created and sent to the Supplier for commencement of work;
- f) The Supplier must not commence work until they are in possession of a signed PO; and
- g) Once the PO has been issued, the Service PA will contact the Supplier to initiate the kick-off meeting.

10. Service Responsibilities

Once the PO has been issued, the Service PA will be responsible for the following elements, but not limited to:

- a) Confirm the delivery format;
- b) Review all training materials provided by the Supplier;
- c) Communicate with and register participants;
- d) Act as a conduit between the Supplier and all participants;
- e) Provide a list of participants and email addresses to the Supplier. Email addresses shall not be shared or used for any other intent than the training;
- f) Work in collaboration with the Supplier to establish a delivery calendar;
 - Specific dates will be determined once the PO is issued;
- g) Distribute pre-program/course material if required;
- h) Provide internet connection for classroom delivery upon emailed request;
- i) Proceed with testing of the platform ten (10) business days prior to the training date for webinar delivery;
- j) Provide a facility with projection equipment, flip charts, pens/pencils, papers and markers for participants for classroom delivery;
- k) Seek participants feedback by means of a course evaluation and providing a summary report of the evaluations to the Supplier within fifteen (15) business days following the end date of the delivery of training; and
- l) Task the Supplier and/or its resource(s) with revisions to the program, workshops and courses, and accompanying materials in response to participants feedback and/or evolving context and standards.

11. Supplier's Responsibilities

The Supplier and/or its resource(s) shall, but not limited to:

- a) Communicate suggestions for program, workshop and course revisions and improvements as well as delivery improvements or changes to the Service PA;

CONTINUATION

- b) Inform the Service PA of program, workshop and course updates required to keep current with industry trends and obtain the Service PA's agreement to deliver the revised program to the Service participants;
- c) Provide a facility that will consist of one main classroom with enough space for smaller working groups, contain computer projection equipment, chairs, lighting, flipcharts, pens/pencils, paper and markers;
- d) Propose facilitators with the ability to deliver the training in either French or English, as requested;
- e) Develop training material and send them to the Service PA for compliance review and revision as required;
- f) Provide to the PA error-free and professionally formatted master copy of all training materials in French and English including presentations and hand-outs;
- g) Provide electronic version of PowerPoint Presentations ten (10) business days in advance of the training date to the Service PA for review of materials prior to physical delivery;
- h) Classroom:
 - Send the approved participants training material to the Service PA five (5) business days prior to the training date to the following address or the facilitator may bring the material themselves on the day of the training:
ATTN: PPS HR – Learning, Training and Development - 155 Queen - 6th floor
2303 Stevenage Dr, Ottawa, ON K1G 3W1
- Webinar:
 - The supplier may be asked to send the approved participants training material to the participants' email address five (5) business days prior to the training date. Participants' email addresses will be provided.
- i) Ensure the facilitator have a laptop for the delivery of the training (classroom or webinar);
- j) Request for internet connection at least ten (10) business day prior to the training date to the Service PA, if required for classroom training;
- k) Submit the platform they intend to use for the webinar. This platform must be pre-approved by the Service.
- l) Ensure to take attendance for every day of any training and submit the attendance report to the Service PA upon completion of the training;
- m) Not seek personal information or feedback from participants unless prior approval from the Service PA is obtained; and
- n) Take evaluation summary reports conducted by the Service following each training into consideration to ensure continuous improvement of the training and services.

12. Resource Requirements, Minimum Qualifications and Reporting

The Supplier will ensure that proposed resources:

Stream 1 – Leadership Development Program

- have an in-depth understanding of the nature of contemporary leadership, as evidenced through citation of significant project experience in this area;
- include accomplished, experienced designers of creative, experiential "soft-skills" programs designed for employees, managers and executives;
- hold an undergraduate degree from a recognized university and/or a minimum of 5 years experience in adult learning or training and facilitation;
- include confident, facilitators/deliverers, with a history of success in dealing with different audiences as specified in section 5.3;
- are certified in the use of the psychometric assessment prior to the administration of said assessment tool (if applicable);
- be able to provide the services in either official languages (French or English) and must suggest an equal amount of resources in each official language; and
- have experience delivering training in a police enforcement and/or a government environment.

CONTINUATION

Stream 2 – Workshops and Courses

- have experience teaching "soft-skills" training and a thorough understanding and comprehension of the subject-matter as well as the ability to engage, leverage and build upon the existing knowledge of employees;
- hold an undergraduate degree from a recognized university and/or a minimum of 5 years experience in adult learning or training and facilitation;
- include confident, facilitators/deliverers, with a history of success in dealing with different audiences as specified in section 5.3;
- be able to provide the services in either official languages (French or English) and must suggest an equal amount of resources in each official language; and
- have experience delivering training in a police enforcement and/or a government environment.

13. Quality Assurance

If errors are found in the formatted participant training material (audio visual and hand-outs), the Service PA shall inform the Supplier to correct and re-submit the documents for the Service approval.

The Supplier and/or its resource(s), in collaboration with the Service PA will develop the program evaluation process and materiel (i.e. course evaluation questionnaire, tools etc.).

The Supplier and/or its resource(s) in collaboration with the Service PA will collect program/ workshops/courses feedback and evaluation results from participants. If need be, the Service PA will discuss with the Supplier and/or its resource(s) the need for further tailoring/customization to better meet the work context of Service participants.

The Supplier and/or its resource(s) will provide the deliverables and services identified in this SOR and ensure consistent, high quality, program/workshop/course facilitation and delivery to the satisfaction of the Service PA.

The Service PA may be present in the classroom for any program/workshop/course delivery in order to assess the content and learning methodologies and/or provide participants with additional information, if applicable.

The Supplier shall ensure that it has provisions for resource replacement, should any key team members or resources need to be replaced for any reason over the term of the agreement.

14. Cancellation Policy

The Service shall not be subject to any cancellation fee if notice of cancellation is given to the Supplier ten (10) business days prior to the training start date. Any other applicable cancellation fee will need to be mutually agreed with the Service PA.

15. Project Management and Communication

The Supplier and/or its resource(s) will ensure the communication schedule (as mutually agreed upon by both parties during project initiation/planning) is adhered to.

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16. Language of Work

The Service is a bilingual workplace, in which all work products must be available in both official languages. All products may be developed in either official language and must be translated by the Supplier. The Service may offer to translate requested changes to an off-the-shelf program.

It is anticipated that:

- The Supplier and/or its resource(s) is likely to have existing programs/workshops/courses and tools that have already been translated, which they will be expanding, altering, and enhancing to yield the customized program requested; and
- The Supplier and/or its resource(s)'s who have such programs/workshop/courses and tools in both languages will submit their existing translated programs to assist the Service translators.

Given that both English and French versions of the various programs/workshops/courses will be offered to participants, the delivery team must include at least one (1) fluently bilingual consultant, or two (2) consultants, one (1) fluent in English and one (1) fluent in French.

17. Option to Compete Requirements among Suppliers Qualified to a Framework Agreement

The Service reserves the right, at its sole discretion, to compete any requests (for quotes) amongst any Suppliers qualified to a Framework Agreement, if and when the need arises.

18. Location of Work and Travel

All Phases can be conducted at either the Supplier's location or the Service premises. The Supplier will ensure that a member of the development team is available to meet with the Service PA on a regular basis (as mutually agreed upon by both parties during project initiation/planning).

- Classroom: The programs/workshop/courses will be delivered at a central location that can be reached by public transportation within a 16 km radius from Parliament Hill. The exact location of the training will be determined between the Supplier and/or its resource(s) and the Service PA once the PO has been issued.
- Webinar: The programs/workshops/courses may be hosted at the Supplier's or the Service's premises in compliance to the Ottawa Public Health restrictions.

19. Security

The Service will perform personal screening at the site access clearance level, for Supplier resources working on-site at Service premises.

CONTINUATION

APPENDIX E – EVALUATION CRITERIA AND COMPLIANCE MATRIX

1. EVALUATION CRITERIA COMPLIANCE

- 1.1 Each response will be evaluated separately, against the Evaluation Criteria contained herein.
- 1.2 It is the Bidder's responsibility to ensure that their response provides sufficient evidence for the PPS Evaluation Team to assess the compliance of the response with the criteria listed in this RFP.
- 1.3 Selection and evaluation is based on a "rules of evidence" approach, such that the Bidder's response is the sole demonstration of the Bidder's capacity to fulfill the requirement, as described within the RFP. No prior knowledge of or experience with the Bidder on the part of the PPS Evaluation Team will be taken into consideration.
- 1.4 Bidders must include any reference material they wish to be considered for evaluation within their response. Any material or documents outside the response will not be considered. Should a Bidder wish to provide screen shots of its website for evaluation, copies or printouts of website material should be included within the response. URL links to the Bidder's website will not be considered by the PPS Evaluation Team.
- 1.5 Responses will be evaluated in accordance with the following two (2) stages:
 - Stage 1** - Bidders will be evaluated on the basis of the Mandatory Criteria.
 - Stage 2** - Bidders who have met all of the Mandatory Criteria will be evaluated on the basis of the Rated Criteria.

2. COMPLIANCE MATRIX

Bidders are asked to complete the following Compliance Matrices below and Response Templates (Appendices B and C and Project Summaries, respectively) and submit with their response. The Criteria Compliance Matrices (below, Mandatory and Rated) will be used by the PPS Evaluation Team to find the required information in the Bidder's response. Bidders should include information on where within their response evidence can be found to support their compliance with each individual criterion.

3. FINANCIAL EVALUATION

- 3.1 The Bidder's Financial response is worth thirty (30%) of the overall point total.
- 3.2 Bidders must complete the Pricing Structure Form in Appendix C, Pricing Structure. Pricing will be scored based on a relative pricing formula using the methodology set out below in 3.3.

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E – EVALUATION CRITERIA AND COMPLIANCE MATRIX

3.3 Each Bidder will receive a percentage of the total possible points allocated to price by dividing that Bidder's total estimated price into the lowest bid total estimated price. For example, if a Bidder's offered price is \$120.00 and that is the lowest bid price, that Bidder receives 100% of the possible points ($120/120 = 100\%$). A Bidder who offers a price of \$150.00 receives 80% of the possible points ($120/150 = 80\%$), and a Bidder who offers a price of \$240.00 receives 50% of the possible points ($120/240 = 50\%$).

Lowest rate
----- x Total available points = Score for offer with second-lowest rate
Second-lowest rate

Lowest rate
----- x Total available points = Score for offer with third-lowest rate
Third-lowest rate

And so on, for each offer.

CONTINUATION

APPENDIX E – EVALUATION CRITERIA AND FINANCIAL EVALUATION

TABLE 1 – MANDATORY CRITERION (STAGE I)

Bidders must meet the following Mandatory Criterion in order to be considered on the basis of the Rated Criteria. Responses failing to meet the Mandatory Criteria will be deemed non-compliant and will not be considered further.

#	Description of Criterion	Bidder's Proposal Reference
M1	<p>Resources</p> <p>The Bidder must demonstrate that the proposed resource has the minimum experience required for Stream 1 in section 12 of the Appendix D – Statement of Requirements.</p>	
M2	<p>Available Leadership Development Program Content and Material (if applicable and available)</p> <p>The Bidder should provide a list of available training content and material for a leadership development program by completing a copy of the form included in Appendix G – Catalogue of available training.</p>	

TABLE 2 – RATED CRITERION (STAGE II)

Bidders who have met the Mandatory Criterion will be evaluated on the basis of the following Rated Criteria.

#	Description of Criterion	Bidder's Proposal Reference
R1	<p>Approach and Methodology</p> <p>The Bidder should describe in detail their approach, methodology and techniques in conducting leadership development programs. At a minimum, Bidders should cover the following items:</p> <ol style="list-style-type: none"> Proposed schedule leading to the delivery of the program: Material to be submitted for review, Facilitator's name (for security purposes when applicable), Testing connectivity and IT equipment (when applicable), and training evaluation summary; and 	

CONTINUATION

	<p>Explain how current knowledge on industry practices and/or legislative changes will be maintained, and how Bidder's facilitators are kept abreast of such changes so that course information remains current and relevant.</p>	
<p>R2</p>	<p>Bidder Experience</p> <p>The Bidder should provide two (2) Project Summary to demonstrate it has experience relevant to the work described in Stream 1 in Appendix D – Statement of Requirements which was delivered to organizations other than the Service in the last five (5) years calculated from the closing date of this RFP.</p> <p>The submitted Project Summary will be assessed as to their quality and relevance to the identified program by the Bidder. Within the Project Summary provided, the Bidder should indicate:</p> <ol style="list-style-type: none"> 1. Project Title; 2. Name of the client organization, if not under privacy agreement, otherwise describe the sector and type of organization (i.e. Telecommunications, 5000+ employees, etc.); 3. Scope of the services provided (content of modules delivered); 4. Start and end date (YYYY-MM-DD); 5. Project Size (\$-value to the Bidder); 6. Number, and role of Bidder resources (including relevant qualifications based on the module delivered) 7. Client Project Authority: name, address, telephone number and email address; <p>Bidder should provide the Project Summary by completing a copy of the form included under Appendix F – Project Summary Template.</p> <p>The Service reserves the right to communicate with the named client contact for the purpose of verifying the accuracy and veracity of the information provided in the Bidder's Offer. Should the Service choose to communicate with the named client contact and should one (1) or more named client contacts provide a negative reference regarding the accuracy or veracity of the Bidder's offer, the Bidder will not be awarded any points against this rated criterion (R2).</p>	
<p>R3</p>	<p>Service quality</p> <p>The Bidder should demonstrate their capacity in meeting client expectations by providing a detailed description of the following elements:</p> <ol style="list-style-type: none"> 1. Role of a training coordinator in ensuring client satisfaction; 2. Management of client relationship; and <p>Complaint resolution and escalation process related to the training coordinator and to the Facilitator.</p>	

CONTINUATION

R4	Bidder Experience The Bidder should provide one (1) Project Summary to demonstrate it has experience relevant to the work described in Appendix D – Statement of Requirements which was delivered to organizations other than the Service in the last three (3) years calculated from the closing date of this RFP. The submitted Project Summary will be assessed as to their quality and relevance to the identified themes by the Bidder. Within the Project Summary provided, the Bidder should indicate: <ol style="list-style-type: none">8. Project Title;9. Name of the client organization, if not under privacy agreement, otherwise describe the sector and type of organization (i.e. Telecommunications, 5000+ employees, etc.);10. Scope of the services provided (content of modules delivered);11. Start and end date (YYYY-MM-DD);12. Project Size (\$-value to the Bidder);13. Number, and role of Bidder resources (including relevant qualifications based on the module delivered)14.15. Client Project Authority: name, address, telephone number and email address; Bidder should provide the Project Summary by completing a copy of the “Project Summary” form included under Appendix H. The Service reserves the right to communicate with the named client contact for the purpose of verifying the accuracy and veracity of the information provided in the Bidder’s Offer. Should the Service choose to communicate with the named client contact and should one (1) or more named client contacts provide a negative reference regarding the accuracy or veracity of the Bidder’s offer, the Bidder will not be awarded any points against this rated criterion (R4).	
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CONTINUATION

STREAM 2 – WORKSHOPS AND COURSES

TABLE 1 – MANDATORY CRITERION (STAGE I)

Bidders must meet the following Mandatory Criterion in order to be considered on the basis of the Rated Criteria. Responses failing to meet the Mandatory Criteria will be deemed non-compliant and will not be considered further.

#	Description of Criterion	Bidder's Proposal Reference
M1	<p>Resources</p> <p>The Bidder must demonstrate that the proposed resource has the minimum experience required for Stream 2 in section 12 of the Appendix D – Statement of Requirements.</p>	
M2	<p>Available Workshops and Courses Content and Material (if applicable and available)</p> <p>The Bidder should provide a list of available training content and material for workshop and courses by completing a copy of the form included in Appendix G – Catalogue of available training/psychometric assessment tools.</p>	

TABLE 2 – RATED CRITERION (STAGE II)

Bidders who have met the Mandatory Criterion will be evaluated on the basis of the following Rated Criteria.

#	Description of Criterion	Bidder's Proposal Reference
R1	<p>Approach and Methodology</p> <p>The Bidder should describe in detail their approach, methodology and techniques in conducting training workshops/courses. At a minimum, Bidders should cover the following items:</p> <ol style="list-style-type: none"> Proposed schedule leading to the delivery of the training: Material to be submitted for review, Facilitator's name (for security purposes when applicable), Testing connectivity and IT equipment (when applicable), and training evaluation summary; and 	

CONTINUATION

	<p>Explain how current knowledge on industry practices and legislative changes will be maintained, and how Bidder's facilitators are kept abreast of such changes so that course information remains current and relevant.</p>	
<p>R2</p>	<p>Bidder Experience</p> <p>The Bidder should provide two (2) Project Summary to demonstrate it has experience relevant to the work described in Stream 2 in Appendix D – Statement of Requirements which was delivered to organizations other than the Service in the last five (5) years calculated from the closing date of this RFP.</p> <p>The submitted Project Summary will be assessed as to their quality and relevance to the identified core values, competencies and topics by the Bidder. Within the Project Summary provided, the Bidder should indicate:</p> <ol style="list-style-type: none"> 1. Project Title; 2. Name of the client organization, if not under privacy agreement, otherwise describe the sector and type of organization (i.e. Telecommunications, 5000+ employees, etc.); 3. Scope of the services provided (content of modules delivered); 4. Start and end date (YYYY-MM-DD); 5. Project Size (\$-value to the Bidder); 6. Number, and role of Bidder resources (including relevant qualifications based on the module delivered) 7. Client Project Authority: name, address, telephone number and email address; <p>Bidder should provide the Project Summary by completing a copy of the form included under Appendix F – Project Summary Template.</p> <p>The Service reserves the right to communicate with the named client contact for the purpose of verifying the accuracy and veracity of the information provided in the Bidder's Offer. Should the Service choose to communicate with the named client contact and should one (1) or more named client contacts provide a negative reference regarding the accuracy or veracity of the Bidder's offer, the Bidder will not be awarded any points against this rated criterion (R3).</p>	
<p>R3</p>	<p>Samples of training content and material in French and English</p> <p>The Bidder should submit within its proposal, three (3) sample copies of different training content and material (each sample must be submitted in both English and French) covering any combination of the Service core values and core competencies listed in section 5 of the Appendix D – Statement of Requirements. Within the training provided, the Bidder should include:</p> <ol style="list-style-type: none"> 1. Title 	

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	<ol style="list-style-type: none">2. Targeted Audience3. Outline/Overview Training Material	
R4	Samples of training content and material in French and English <p>The Bidder should submit within its proposal, two (2) sample copies of different training content and material (each sample must be submitted in both English and French) covering any combination of the topics in section 6.1.2 of the Appendix D – Statement of Requirements. Within the training provided, the Bidder should include:</p> <ol style="list-style-type: none">1. Title2. Targeted Audience3. Outline/Overview Training Material	
R5	Service quality <p>The Bidder should demonstrate their capacity in meeting client expectations by providing a detailed description of the following elements:</p> <ol style="list-style-type: none">1. Role of a training coordinator in ensuring client satisfaction;2. Management of client relationship; and Complaint resolution and escalation process related to the training coordinator and to the Facilitator.	

CONTINUATION

APPENDIX F – PROJECT SUMMARY TEMPLATE

In accordance with Rated Criterion R2 (Appendix E, Evaluation Criteria and Financial Evaluation), Bidders are asked to provide two (2) written Project Summary for each stream they are submitting a proposal by completing the following form.

1. Project Title:	
2. Name of Client Organization:	
3. Scope of Services provided:	
4. Start date (YYYY-MM-DD):	End Date (YYYY-MM-DD):
5. Project Size (\$ value to the Client Organization):	
6. Project Size (\$ value to Bidder):	
7. List of deliverables:	
8. Project Complexity:	
9. Number and type of Bidder resources (including relevant qualifications):	
10. Resources roles and Responsibilities	
11. Client Project Authority:	
Name:	
Address:	
Telephone Number:	
Email address:	

CONTINUATION

APPENDIX H – SUPERVISORY TRAINING OUTLINE

MODULE 1

Power and Leadership

- Understand the role of the supervisor/leader
- Learn key skills and responsibilities of the supervisor/leader.
- Understand the difference between power and leadership

Understand your DYNAMIX profile

- Gaining an understanding of your unique communication preferences.
- Discovering your unique style by understanding the keys to effective interpersonal and intergroup communication.

MODULE 2

Situational Leadership

- We all have a preferred style of leadership. Under constraints we tend to revert to our dominant style.
- Many managers and leaders falsely assume that it is best to treat all employees exactly the same – out of fairness. Employees are unique individuals thus they require different types of leadership and support.
- Successful leaders need to learn to diagnose their team members and adapt their preferred approach in order to provide each of them with the leadership he/she needs.

Performance Management

- Goal and objective setting
- Communicating expectations to enhance performance
- Factors that contribute to performance
- Techniques for improving - feedback
- Analyze and change inappropriate behaviours through coaching

MODULE 3

Leading and Motivating

- Identify leadership techniques and styles and how to apply them effectively
- Understand your role in motivating employees

Time Management – Priorities

- Manage and control interruptions and time wasters

CONTINUATION

Problem Solving & Decision Making

- Learn and apply a systematic process for problem solving and decision making
- Be able to apply concrete techniques for unleashing their creative thinking abilities.
- Learn how to generate an abundance of new ideas at work.
- Apply creative problem-solving techniques to solve difficult work problems.

MODULE 4

Conflict Management

- Learn how to diffuse basic interpersonal conflict
- Learn how to apply different conflict styles appropriate to the situation and people involved
- Find out how to prevent conflicts from escalating to avoid negative outcomes, grievances, litigation, decreased production and absenteeism

Leadership and Influence

- Learn the different leadership styles and the impact on employees
- Learn how to positive long-term client relationships
- Find out how to create "buy-in" for your position
- Select and use different influencing strategies according to the persons to be influenced, their relationship to those persons, and the norms and values of the organization or situation.

Module 5

Emotional Intelligence (EI)

- How to develop Emotional Intelligence
- Learn the 4 factors and the benefits of EI

Difficult Conversations

- Why we avoid them
- Learn the basic rules of Difficult Conversations
- How to begin the conversation
- 3 stages of engaging in a Difficult Conversation
- Discuss and prepare for an EI/Difficult Conversation scenario provided