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K1A 0S5

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**SOLICITATION AMENDMENT
MODIFICATION DE L'INVITATION**

The referenced document is hereby revised; unless otherwise indicated, all other terms and conditions of the Solicitation remain the same.

Ce document est par la présente révisé; sauf indication contraire, les modalités de l'invitation demeurent les mêmes.

Comments - Commentaires

Vendor/Firm Name and Address

Raison sociale et adresse du
fournisseur/de l'entrepreneur

Issuing Office - Bureau de distribution

Technology-Enabled Business Transformation Team
7→XY/Transformation des activités sur la technologie /
7→ XY

Terrasses de la Chaudière 4th Floor

10 Wellington Street

Gatineau

Québec

K1A 0S5

Title - Sujet DPM Service Delivery - NON-PSAB Services de transformation et de prestations numériques	
Solicitation No. - N° de l'invitation B9220-220010/A	Amendment No. - N° modif. 003
Client Reference No. - N° de référence du client B9220-220010	Date 2021-08-31
GETS Reference No. - N° de référence de SEAG PW-\$\$XY-001-39846	
File No. - N° de dossier 001xy.B9220-220010	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM Eastern Daylight Saving Time EDT on - le 2021-09-28 Heure Avancée de l'Est HAE	
F.O.B. - F.A.B. Plant-Usine: <input type="checkbox"/> Destination: <input checked="" type="checkbox"/> Other-Autre: <input type="checkbox"/>	
Address Enquiries to: - Adresser toutes questions à: Cardinal, France	Buyer Id - Id de l'acheteur 001xy
Telephone No. - N° de téléphone (613) 218-9269 ()	FAX No. - N° de FAX () -
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction:	

Instructions: See Herein

Instructions: Voir aux présentes

Delivery Required - Livraison exigée	Delivery Offered - Livraison proposée
Vendor/Firm Name and Address Raison sociale et adresse du fournisseur/de l'entrepreneur	
Telephone No. - N° de téléphone Facsimile No. - N° de télécopieur	
Name and title of person authorized to sign on behalf of Vendor/Firm (type or print) Nom et titre de la personne autorisée à signer au nom du fournisseur/ de l'entrepreneur (taper ou écrire en caractères d'imprimerie)	
Signature	Date

This amendment is issued to publish questions and answers and make modifications to the Bid Solicitation.

1. Questions and Answers

Question 1

In Amendment 001 released August 20, 2021, Q/A No.1 states:

Question 1

For WS1M-1, WS1M-2, and WS1R-1, would Canada please confirm whether Bidders are permitted to cite reference contracts where they provided resources under similar or equivalent categories, as long as the Bidder can demonstrate that the resource performed 50% of the tasks for that resource category in Section 8 of the Statement of Work at Annex A of this bid solicitation?

Answer 1

Canada confirms that WS1M-1 allows for same or similar resource categories.

For WS1M-2 and WS1R-1 the request has been reviewed and Canada will not permit similar or equivalent resource categories.

Not allowing mapping of similar categories in WS1M-2 and WS1R-1 is confusing to Bidders for the following reasons:

- a. It is inconsistent to allow mapping for same or similar categories in WS1M-1 and not for WSM-2 and WS1R-1. This means bidders can successfully demonstrate their corporate capacity to respond (relevant contract experience) in WS1M-1, but then not be able to use these relevant contracts or experienced resources to respond to WSM-2 and WS1R-1.
- b. As stated in the RFP for WS1M-1 (RFP page 92); 2.1.1 Change Management Consultant – M1 (RFP page 102); 2.1.2 Project Executive – M1 (RFP page 104); and 2.1.3 Project Manager – M1 (RFP page 106), Canada repeatedly states that “The Bidder must demonstrate at least 50% of the tasks for that resource category in Section 8 of the Statement of Work at Annex A of this bid solicitation.” This clearly places importance on the resources having relevant experience related to the Statement of Work, not having worked in roles with the same or equivalent resource category.
- c. Limiting bidders to only proposing resources that have worked in the exact TBIPS categories requested in the RFP means that relevant contract or resource experience from Crown or provincial entities (a relevant public sector contract where a client used a different job title) will not be accepted, unfairly limiting Bidders’ capacity to respond.

For these reasons and in order to ensure fair competition, will Canada amend the RFP to allow for mapping of similar or equivalent resource categories for WS1M-2 and WS1R-1?

Answer 1

Canada confirms acceptance of similar or equivalent categories for WS1M-1, WS1M-2, and WS1R-1.

If the contracts used to demonstrate billed days experience are from other levels Canadian Government (Provincial, Municipal, and Crown Corporations), the Bidder must map its experience to 80% of the tasks for the resource categories identified in the section 8.0 of Annex A - Statement of Work

If similar/equivalent resource categories are used to demonstrate billed days, the Bidder must demonstrate that those similar/equivalent categories have at least 80% experience of the tasks for the resource categories identified in the section 8.0 of Annex A- Statement of Work.

Criteria WS1M-1, WS1M-2, and WS1-R1 will be amended to accommodate the change.

Criteria WS2M-2, and WS2-R1 of Workstream 2, remain unchanged.

Question 2

Reference Amendment 001, Q&A 1 – It is baffling that the Government of Canada (GOC) will not accept similar or equivalent resource categories in support of M-2 and R-1, yet accept them for M-1. The requirement to have exact, matching categories to support several thousand billable days with a limited number of contract references is unprecedented – we have never seen an RFP/Solicitation that did not allow same or equivalent resources (meeting 50% or more of the SOW tasks). This unparalleled criteria is unusually restrictive, will seriously limit the competition, is unfair, is not transparent and will prohibit companies with a large pool of resources from bidding that, otherwise, are fully qualified to do the work as described. For example, a Project Manager and Project Executive are ‘same or similar’ categories and share many overlapping tasks. If a client requires a Project Manager but has only a Project Executive category on their contract, they will ‘call up’ (issue a Task Authorization) using the Project Executive category and vice-versa. It is perplexing that the GOC would impose such a limitation on themselves, the market and the competitive process when their aim is to promote a fair, open and competitive environment. Given this, we request that the GOC allow the demonstration of equivalent resource categories for M-2 and R-1 as indicated at M-1 for both Workstreams 1 and 2. If not, would the GOC please provide the justification and details as to why they will not allow demonstrated/mapped equivalencies and choose to limit the competitive landscape?

Answer 2

Canada confirms acceptance of similar or equivalent categories for WS1M-1, WS1M-2, and WS1-R1.

If the contracts used to demonstrate billed days experience are from other levels Canadian Government (Provincial, Municipal, and Crown Corporations), the Bidder must map its experience to 80% of the tasks for the resource categories identified in the section 8.0 of Annex A - Statement of Work

If similar/equivalent resource categories are used to demonstrate billed days, the Bidder must demonstrate that those similar/equivalent categories have at least 80% experience of the tasks for the resource categories identified in the section 8.0 of Annex A- Statement of Work.

Criteria WS1M-1, WS1M-2, and WS1-R1 will be amended to accommodate the change.

Criteria WS2M-2, and WS2-R1 of Workstream 2, remain unchanged.

Question 3

For the Core Resources the majority of the mandatory and rated criteria state that Bidders must provide Reference Project(s) as defined in Appendix E to Annex A - Definitions and Acronyms. This definition states all Reference Projects must include a client reference contact name and contact information. The Crown is asking for experience going back as far as 15 years, which can be very difficult to provide due to

client references switching jobs, retiring, etc. Because of this, would the Crown please consider only requiring references for projects within the last 5 years?

Answer 3

The request has been reviewed and the requirement will remain unchanged.

Question 4

With respect to the requirements for Billed Days (WS1M-2, WS2M-2), in response to a request to use equivalent resource categories in Amendment 01, QA 1, Canada stated: "For WS1M-2 and WS1R-1 the request has been reviewed and Canada will not permit similar or equivalent resource categories."

We respectfully request that Canada reconsider allowing equivalent TBIPS resource categories, provided a Bidder can sufficiently demonstrate equivalency, for the following reasons:

- TBIPS categories involve significant overlap of job roles and responsibilities.

For example, the responsibilities of a P.1 Change Management Consultant and a B.7 Business Transformation Architect are nearly identical within the TBIPS supply arrangement, with 6 out of 7 identical tasks. Likewise the P.6 Project Administrator and P.7 Project Coordinator categories are also nearly identical, with 7 out of 8 identical tasks. These roles also require the same types of professional certifications and education requirements.

- Bidders must demonstrate 10,000+ billable days for the Mandatory requirements and 20,000+ billable days to score maximum points in the rated criteria. To meet this requirement using only 5 contracts, Bidders will need to use long term, omnibus style TBIPS contracts. It's common for these types of contracts to be limited to a smaller scope of TBIPS categories, and for vendors to submit equivalent resources under the available categories to meet their clients' needs.

For example, it's unlikely a contract would contain both the P.1 Change Management Consultant and B.7 Business Transformation Architect categories. ESDC Solicitation G9292-176717/A (which is also a \$20M+ Tier2 TBIPS vehicle), contains the category B.7 Business Transformation Architect. ESDC is using this TBIPS category for the purpose of procuring Change Management resources. The SOW speaks to Change Management responsibilities and deliverables and the matrix for the TAs request a recognized Change Management certification as seen below:

Solicitation Number:
B9220-220010/A

Amendment Number:
003

Buyer ID:
001XY

	The proposed resource's experience must be demonstrated using project descriptions.		
MTC3	The proposed resource must have an accreditation from an internationally recognized organization in organizational change management. A copy of the accreditation must be provided with the résumé.		

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Solicitation Number: G9292-176717/A		Amendment Number:	Buyer ID: 380zm
MTC3	Mandatory Technical Criteria (MTC) B. 7 Business Transformation Architect – Level 3	Met/ Not Met	Contractor's Response (Reference to Resume)
MTC4	The proposed resource must have an accreditation from		

- Limiting Bidders to billed days under the same TBIPS resource categories could result in qualified companies being unable to submit a response, thus reducing IRCC's chance of a successful procurement process.

It is our experience that this kind of restrictive requirement could result in no responses being received by procurement. For example, in a recent solicitation, Informatics Professional Services T8080-200133, Transport Canada had a request to match the exact same TBIPS categories for billable days, and this resulted in the bid being cancelled at first, then re-issued a second time with the department not receiving any responses. The bid is now open for a third time, under solicitation number T8080-200133-2 and Bidders can use equivalent TBIPS categories.

For these reasons, we suggest Canada amend WS1M-2 and WS2M-2 to allow Bidders to submit billed days using equivalent resource categories, if they can demonstrate the work performed included **at least 70% of the tasks** identified in the Statement of Work at Annex A of this bid solicitation.

Answer 4

Canada confirms acceptance of similar or equivalent categories for WS1M-1, WS1M-2, and WS1-R1.

If the contracts used to demonstrate billed days experience are from other levels Canadian Government (Provincial, Municipal, and Crown Corporations), the Bidder must map its experience to 80% of the tasks for the resource categories identified in the section 8.0 of Annex A - Statement of Work

If similar/equivalent resource categories are used to demonstrate billed days, the Bidder must demonstrate that those similar/equivalent categories have at least 80% experience of the tasks for the resource categories identified in the section 8.0 of Annex A- Statement of Work.

Criteria WS1M-1, WS1M-2, and WS1-R1 will be amended to accommodate the change.

Criteria WS2M-2, and WS2-R1 of Workstream 2, remain unchanged.

Question 5

For Workstream 1, rated requirement R4 for the Change Management Consultant Level 3 category states that the proposed resource must have Master's degree from an accredited Canadian University, or equivalent in business administration or public administration to be score full points. In general Master's degree are highly focused and more specialized than undergraduate degrees regardless of their concentration, they also place higher emphasis on practical and industry-specific skills. However, this means that a fully qualified resource who is compliant and scores full points on the other rated requirements will not score full points on this relevant rated criterion due to this limiting education requirement regardless of if they possess a Master's degree in a field that is aligned with developing and implementing Change Management related activities. Will the crown also accept a Master of Arts Degree in either the Counselling Psychology or International Relations to fulfill the rated requirement?

Answer 5

This criterion was amended. Refer to response at Question 9 of Solicitation Amendment 002 and the modification at section 2.5 of Solicitation Amendment 002.

Question 6

Regarding Amendment #1, Q&A#1 which states that, "For WS1M-2 and WS1R-1 the request has been reviewed and Canada will not permit similar or equivalent resource categories." By not allowing the use of similar or equivalent categories, competition will be limited to those bidders who have multi-year or large TBIPS contracts with identical categories even though there are many bidders with significant proven experience providing similar services through other types of contracting vehicles (ie. TSPS). Given that there is significant precedent for this practice on similar TBIPS procurements, including IRCC procurements in the last 24 months, we respectfully request that IRCC reconsider and allow bidders to cite similar or equivalent categories (for WS1M-2, WS1R-1, WS2M-2, and WS2R-1) if they are able to demonstrate that the reference contract Statement of Work maps to at least 50% of the tasks for the specific resource category in the RFP Statement of Work at Annex A.

Answer 6

Canada confirms acceptance of similar or equivalent categories for WS1M-1, WS1M-2, and WS1-R1.

If the contracts used to demonstrate billed days experience are from other levels Canadian Government (Provincial, Municipal, and Crown Corporations), the Bidder must map its experience to 80% of the tasks for the resource categories identified in the section 8.0 of Annex A - Statement of Work

If similar/equivalent resource categories are used to demonstrate billed days, the Bidder must demonstrate that those similar/equivalent categories have at least 80% experience of the tasks for the resource categories identified in the section 8.0 of Annex A- Statement of Work.

Criteria WS1M-1, WS1M-2, and WS1-R1 will be amended to accommodate the change.

Criteria WS2M-2, and WS2-R1 of Workstream 2, remain unchanged.

Question 7

Reference: Rated Criteria 2 (R2) of the Change Management Consultant evaluation grid:

"The Bidder should demonstrate that the proposed resource has a minimum of at least 1 year of combined experience within the past 10 years of the RFP issuance date with the following:

- a) preparing and delivering analysis;
- b) development of architecture requirements design;
- c) process development, and
- d) process mapping.”

Question: Item b) of the R2 criterion does not appear to fit with the rest of the requirement. Would the Crown please consider changing the item b) wording to the following: “b) process design”?

Answer 7

Canada confirms acceptance of either b) development of architecture requirements design; OR b) process design for Rated Criteria R2 of the Change Management Consultant evaluation grid.

Question 8

Reference: Rated Criteria 4 (R4) of the Change Management Consultant evaluation grid:
“The Bidder should demonstrate that the proposed resource has a Masters degree from an accredited Canadian University, or equivalent, in business administration or public administration. For equivalency please refer to: <http://www.cicic.ca/2/home.canada>”

Question: For this criterion, would the Crown please allow for a Masters in International Affairs degree from an accredited Canadian University to obtain full points?

Answer 8

This criterion was amended. Refer to response at Question 9 of Solicitation Amendment 002 and the modification at section 2.5 of Solicitation Amendment 002.

2. Correction and modifications to Bid Solicitation

2.1 In Bid Solicitation Amendment 002, section 2.1, the following addition in yellow made in Amendment 001 was not added in Amendment 002:

At Attachment 4.1 Corporate Technical Criteria, 3.0 Workstream 2: Architecture and business delivery services

DELETE: criterion WS2R-5 in its entirety;

INSERT: criterion WS2R-5 as follows:

WS2R-5	Certifications: The Bidder should hold a minimum partnership level with at least 1 of the following Robotic Process Automation (RPA) providers: a) Invoke b) Blue Prism – Gold level c) UIPath	<u>MAXIMUM 15 POINTS</u> No certification = 0 points Certification = 15 points
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	To demonstrate the above, a copy of the valid certification must be provided with the bid. If the Bidder bids as a Joint Venture, the partnership must have been obtained by the Bidder as the representative of the Joint Venture in response to this criterion.	
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2.2 At Attachment 4.2 Core Resources Technical Criteria, 2.1 Workstream 1, 2.1.1 Change Management Consultant – Level 3

DELETE: criterion R2 in its entirety;

INSERT: criterion R2 as follows:

R2	<p>The Bidder should demonstrate that the proposed resource has a minimum of at least 1 year of combined experience within the past 10 years of the RFP issuance date with the following:</p> <ul style="list-style-type: none"> a) preparing and delivering analysis; b) development of architecture requirements design or process design; c) process development, and d) process mapping. <p>To demonstrate such experience, the Bidder must provide 1 or more Reference Project(s) as defined in Appendix E to Annex A - Definitions and Acronyms.</p>	<p>1 to less than 3 years = 2 points 3 to less than 5 years = 4 points 5 to less than 7 years = 6 points 7 to less than 9 years = 8 points 9 years and more = 10 points</p> <p>Maximum points available = 10 points</p>
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2.3 At Attachment 4.1 Corporate Technical Criteria, 2.0 WORKSTREAM 1 (changes in yellow)

DELETE: 2.3 Corporate Mandatory Evaluation Criteria and 2.4 Corporate Point-Rated Evaluation Criteria Tables in their entirety;

INSERT: 2.3 Corporate Mandatory Evaluation Criteria and 2.4 Corporate Point-Rated Evaluation Criteria Tables as follows:

2.3 Corporate Mandatory Evaluation Criteria

MTC#	Mandatory Technical Criteria (MTC)
WS1M-1^{PB}	<p>Corporate Capacity: Using only 1 Reference Contract, the Bidder must demonstrate its experience providing Project Management services for a Public Sector client. The identified Reference Contract must:</p> <ul style="list-style-type: none"> a) have been with a Single Client; b) have a minimum contract value of \$15,000,000 (CAD) including applicable taxes and including amendments; c) have an initial minimum contract period of 2 years; d) have been completed in the last 5 years from the issuance date of this RFP

	<p>or has been ongoing for a minimum of 6 months from the issuance date of the RFP; and</p> <p>e) have included the provision of the services of at least 2 of the following resource categories listed below (i. to iv.) in accordance with Section 7 of the Statement of Work of this bid solicitation:</p> <ul style="list-style-type: none">i. P.1 Change Management Consultantii. P.5 Project Executiveiii. P.9 Project Manageriv. P.7 Project Coordinator <p>For the 1 Reference Contract provided, the Bidder must complete and submit Form M1 – Corporate Capacity.</p> <p>For the purpose of this criterion, the term 'task' includes the tasks identified in the Statement of Work at Annex A of this bid solicitation for the identified resource category or for a similar/equivalent resource category. The Bidder must demonstrate it has completed at least 80% of the tasks for that specific category or similar/equivalent resource category. For example, if the SOW identifies 15 tasks for a resource category, the Bidder must use any 12 of the resource category SOW tasks to meet this requirement (80% of 15 = 12).</p> <p>Bidders are allowed to modify Form M1 to accommodate for the mapping of categories.</p> <p>The Bidder must have been contracted as the prime contractor for the Reference Contract provided in response to this criterion.</p>										
WS1M-2^{PB}	<p>Billed Days: The Bidder must demonstrate contract experience in delivering informatics professional services by supplying all resource categories or similar/equivalent resource categories listed in the table below for the required minimum billed days per resource category. Billed days are defined as days worked and billed to clients, calculated at 7.5 hours or more per day.</p> <table><tr><th>TBIPS Resource Category</th><th>Minimum Billed Days</th></tr><tr><td>P.1 Change Management Consultant</td><td>2250</td></tr><tr><td>P.5 Project Executive</td><td>2500</td></tr><tr><td>P.9 Project Manager</td><td>3500</td></tr><tr><td>P.7 Project Coordinator</td><td>2000</td></tr></table> <p>To demonstrate such experience, the Bidder must complete and submit Form M2 – Billed Days. The Bidder must demonstrate the following for each resource category:</p> <ul style="list-style-type: none">1. The services demonstrated were provided under a maximum of 5 contracts; if more than 5 contracts are provided, only the first 5 will be considered; and2. Each of the identified contracts must have been active within the last 10 years of the issuance date of the RFP; the demonstrated billed days experience must fall within the 10 years of the issuance date of the RFP.3. If the contracts used to demonstrate billed days experience are from other levels Canadian Government (Provincial, Municipal, and Crown Corporations), the Bidder must map its experience to 80% of the tasks for the resource categories identified in the section 8.0 of Annex A - Statement of Work	TBIPS Resource Category	Minimum Billed Days	P.1 Change Management Consultant	2250	P.5 Project Executive	2500	P.9 Project Manager	3500	P.7 Project Coordinator	2000
TBIPS Resource Category	Minimum Billed Days										
P.1 Change Management Consultant	2250										
P.5 Project Executive	2500										
P.9 Project Manager	3500										
P.7 Project Coordinator	2000										

	<p>4. If similar/equivalent resource categories are used to demonstrate billed days, the Bidder must demonstrate that those similar/equivalent categories have at least 80% experience of the tasks for the resource categories identified in the section 8.0 of Annex A- Statement of Work.</p> <p>5. Bidders are allowed to modify Form M2 to accommodate for the mapping of categories</p>
WS1M-3^{PB}	<p>Client Manager: The Bidder must designate a Client Manager as a single point of contact for IRCC. This Client Manager will be responsible for the resource and contract management associated with the resulting contract. A copy of the Client Manager's résumé must be provided with the bid.</p>
WS1M-4	<p>Proposed Resources: The Bidder must propose a total of 3 resources, 1 for each of the following categories.</p> <ol style="list-style-type: none"> 1. P.1 Change Management Consultant, Level 3 2. P.5 Project Executive, Level 3 3. P.9 Project Manager, Level 3 <p>The Bidder must provide in its bid, a résumé for each of the proposed resources. Each proposed resource will be evaluated against the applicable resource mandatory and point-rated evaluation criteria identified in Attachment 4.2: Core Resources Technical Criteria. The same resource must not be proposed for more than one category.</p>
WS1M-5	<p>Human Resources Strategy: The Bidder must describe its proposed Human Resources Strategy, including the approach and/or measures it proposes to undertake to ensure its ability to propose fully qualified resources within 5 working days of receipt of a Task Authorization (TA) Request in accordance with the resulting contract.</p> <p>The Bidder must demonstrate its ability to supply, manage and retain sufficient groups of resources in support of a Single Client or Project within the region of delivery. The Bidder must also demonstrate how it will deal with difficult and unexpected situations.</p> <p>The proposed Strategy must not exceed 2 pages of A4 size paper format, with single line spacing.</p>
WS1M-6^{PB}	<p>Contract Management Plan. The Bidder must provide a plan as to how the resulting contract will be managed.</p> <p>The Bidder must describe its proposed Contract Management Plan specifically addressing measures it proposes to undertake to manage the resulting contract including all of the following elements:</p> <ol style="list-style-type: none"> 1. Identify, select and deploy the appropriate resource in a timely manner; 2. Manage the process of transitioning between contracted resources where required for a resource replacement during the term of the contract; 3. Manage quality assurance practices in providing resources for tasking; and 4. Manage contingency plans and practices to ensure resource availability and resource replacement. <p>The proposed Contract Management Plan must not exceed 2 pages of A4 size paper format, with single line spacing.</p>

2.4 Corporate Point-Rated Evaluation Criteria

RTC#	Rated Technical Criteria (RTC)	Point Scale																																														
WS1R-1	<p>Excess Billed Days: The Bidder should demonstrate its billed days experience in excess of the minimum billed days required in mandatory technical criterion WS1M-2.</p> <p>The Bidder's demonstrated Total Billed Days provided in response to mandatory technical criterion WS1M-2 will be used to evaluate this criterion. The Bidder will be awarded points for billed days in excess of the minimum billed days identified in the table of mandatory technical criterion WS1M-2, as demonstrated in the example evaluation scenario below.</p> <table><tr><th colspan="5">EXAMPLE EVALUATION SCENARIO</th></tr><tr><th colspan="5">BILLED DAYS</th></tr><tr><th rowspan="3">Category</th><th>(A)</th><th>(B)</th><th>(C)</th><th>(D)</th></tr><tr><th rowspan="2">Bidder Total Number of Billed Days under WS1M-2</th><th rowspan="2">Min defined under WS1M-2</th><th>Billable Days in excess of WS1M-2</th><th>Bidder % increase to a max of 100</th></tr><tr><th>(C) = (A) – (B)</th><th>(D) = (C) / (B) *100</th></tr><tr><td>P.1 Change Management Consultant</td><td>3500</td><td>2250</td><td>1250</td><td>55.55</td></tr><tr><td>P.5 Project Executive</td><td>6800</td><td>2500</td><td>4300</td><td>100</td></tr><tr><td>P.9 Project Manager</td><td>5000</td><td>3500</td><td>1500</td><td>42.86</td></tr><tr><td>P.7 Project Coordinator</td><td>4200</td><td>2000</td><td>2200</td><td>100</td></tr><tr><td colspan="4">BIDDER SCORE = SUM OF (D) FOR ALL CATEGORIES / 4 (which will be rounded to two decimal places)</td><td>74.60</td></tr></table> <p>In this example, the Bidder would score 74.60 points out of a possible 100 points.</p> <p>If similar/equivalent resource categories are used to demonstrate billed days, the Bidder must demonstrate that those similar/equivalent categories have at least 80% experience of the tasks for the resource categories identified in the section 8.0 of Annex A- Statement of Work.</p>	EXAMPLE EVALUATION SCENARIO					BILLED DAYS					Category	(A)	(B)	(C)	(D)	Bidder Total Number of Billed Days under WS1M-2	Min defined under WS1M-2	Billable Days in excess of WS1M-2	Bidder % increase to a max of 100	(C) = (A) – (B)	(D) = (C) / (B) *100	P.1 Change Management Consultant	3500	2250	1250	55.55	P.5 Project Executive	6800	2500	4300	100	P.9 Project Manager	5000	3500	1500	42.86	P.7 Project Coordinator	4200	2000	2200	100	BIDDER SCORE = SUM OF (D) FOR ALL CATEGORIES / 4 (which will be rounded to two decimal places)				74.60	<p>MAXIMUM 100 POINTS</p> <p>The Bidder's demonstrated "Total Billed Days" provided in response to WS1M-2 will be used to evaluate this criterion.</p> <p>The Bidder will be awarded points as demonstrated in the example evaluation scenario on the left side.</p>
EXAMPLE EVALUATION SCENARIO																																																
BILLED DAYS																																																
Category	(A)	(B)	(C)	(D)																																												
	Bidder Total Number of Billed Days under WS1M-2	Min defined under WS1M-2	Billable Days in excess of WS1M-2	Bidder % increase to a max of 100																																												
			(C) = (A) – (B)	(D) = (C) / (B) *100																																												
P.1 Change Management Consultant	3500	2250	1250	55.55																																												
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BIDDER SCORE = SUM OF (D) FOR ALL CATEGORIES / 4 (which will be rounded to two decimal places)				74.60																																												
WS1R-2	<p>Client Manager Experience: The Bidder should demonstrate the proposed Client Manager's experience managing resources. In order to demonstrate this, the Bidder should provide the following:</p> <p>1. The number of years of experience that the proposed resource has served as a Client Manager.</p>	<p>MAXIMUM 15 POINTS</p> <p>Years of Experience: MAXIMUM 5 POINTS</p> <p>1 point will be awarded for every 2 years of experience that the</p>																																														

	<p>2. The combined total number of resources that the proposed Client Manager resource has managed under any contract(s) within the last 5 years from the issuance date of the RFP, including the following for each contract:</p> <ul style="list-style-type: none"> a. the organization name; b. the start and end dates for the contract(s); and, c. the contract number(s). 	<p>proposed Client Manager resource has served as a Client Manager on contracts (up to a maximum of 5 points).</p> <p><u>Combined Total # of resources managed: MAXIMUM 10 POINTS</u></p> <p>Less than 2 resources = 0 points 3 to 6 resources = 2 points 7 to 10 resources = 4 points 11 to 14 resources = 6 points 15 to 18 resources = 8 points 18 resources or more = 10 points</p>
WS1R-3	<p>Resource Placement: For one of the Reference Contracts in WS1M-2, the Bidder should demonstrate, using Form R3 – Resource Placement, that it directly placed resources who performed work for a period of 4 months or more.</p> <p>If the Reference Contract is a Task Authorization contract, one or multiple Task Authorizations is acceptable. The number of resources who have continuously worked under one or multiple Task Authorization(s) for a period of 4 months or more will be summed to determine the resource total.</p>	<p><u>MAXIMUM 30 POINTS</u></p> <p>Less than 4 resources = 0 points 5 to 6 resources = 5 points 7 to 8 resources = 10 points 9 to 10 resources = 15 points 11 to 12 resources = 20 points 13 to 14 resources = 25 points 15 resources or more = 30 points</p>
WS1R-4	<p>Diversity Inclusion: The Bidder should demonstrate the following corporate activities that have been implemented to promote anti-racism and diversity within their organisation:</p> <ul style="list-style-type: none"> a. The Bidder has internally published policies or commitments on anti-racism and inclusiveness; b. The Bidder has publically available organisational commitments to a diverse workforce; c. The Bidder's employees are mandated to take mandatory training on anti-racism; d. The Bidder's employees are mandated to take unconscious bias training; and, e. The Bidder has developed internal staffing and/or recruitment strategy(ies) to increase representation of underrepresented groups in their workforce. <p>To demonstrate the activities, the Bidder must complete and submit Form R4 – Diversity Inclusion detailing all activities described in a.</p>	<p><u>MAXIMUM 20 POINTS</u></p> <p>Maximum 4 points will be awarded for each activity (a. to e.) 0 points = the Bidder does not address. 2 points = The Bidder has provided information on the existence of the activity but does not provide sufficient detail or supporting documents. 4 points = The Bidder has fully described the activity and provided</p>

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	<p>to e. The following must be provided to obtain points for providing supporting documentation.</p> <p>For activities described in a. and b. (policies and commitments):</p> <ul style="list-style-type: none">i. Copies of policy or commitment documents including effective dates. <p>For activities described in c. and d.(training):</p> <ul style="list-style-type: none">ii. The name of the course and the service provider; if developed internally, a copy of the course outline. <p>For activities described in e.(staffing):</p> <ul style="list-style-type: none">iii. Copies of job posting, or other staffing and recruitment documents demonstrating compliance with the rated criteria.	<p>supporting documents as evidence.</p>
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ALL OTHER TERMS AND CONDITIONS OF THE BID SOLICITATION REMAIN UNCHANGED