



**RETURN BIDS TO:**

**RETOURNER LES SOUMISSIONS À:**

**Bid Receiving - PWGSC / Réception des soumissions**  
→ TPSGC  
**Core 0B2 / Noyau 0B2**  
**11 Laurier St.\11, rue Laurier**  
**Gatineau**  
**Québec**  
**K1A 0S5**  
**Bid Fax: (819) 997-9776**

**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 Floo  
10 Wellington Street  
Gatineau  
Québec  
K1A 0S5

<b>Title - Sujet</b> DPM Service Delivery - NON-PSAB Services de transformation et de prestations numériques	
<b>Solicitation No. - N° de l'invitation</b> B9220-220010/A	<b>Amendment No. - N° modif.</b> 011
<b>Client Reference No. - N° de référence du client</b> B9220-220010	<b>Date</b> 2021-09-22
<b>GETS Reference No. - N° de référence de SEAG</b> PW-\$\$XY-001-39846	
<b>File No. - N° de dossier</b> 001xy.B9220-220010	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Solicitation Closes - L'invitation prend fin</b> <b>at - à 02:00 PM</b> Eastern Daylight Saving Time EDT <b>on - le 2021-10-05</b> Heure Avancée de l'Est HAE	
<b>F.O.B. - F.A.B.</b>	
<b>Plant-Usine:</b> <input type="checkbox"/> <b>Destination:</b> <input checked="" type="checkbox"/> <b>Other-Autre:</b> <input type="checkbox"/>	
<b>Address Enquiries to: - Adresser toutes questions à:</b> Cardinal, France	<b>Buyer Id - Id de l'acheteur</b> 001xy
<b>Telephone No. - N° de téléphone</b> (613) 218-9269 ( )	<b>FAX No. - N° de FAX</b> ( ) -
<b>Destination - of Goods, Services, and Construction:</b> <b>Destination - des biens, services et construction:</b>	

**Instructions: See Herein**

**Instructions: Voir aux présentes**

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

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

**1. Questions and Answers**

**Question 1**

Regarding Workstream 1 – Project Coordinator, M3 criteria, which states that the Contractor must demonstrate that the proposed resource holds a valid PMP (Project Management Professional) Certification from the Professional Management Institute (PMI) or PRINCE2 Project Management certification. It is highly uncommon that a Sr. Project Coordinator would hold this level of certification as they would be considered an intermediate Project Manager at the very least. Resources in the Project Coordinator role, provide support to Project Managers and not actually manage projects. By including this level of certification, the crown will be overlooking highly qualified resources that can add much value to a project and therefore, limit the pool of qualified candidates. We respectfully request M3 to be removed in its entirety.

**Answer 1**

Canada confirms that WS1 Project Coordinator, M3 criteria will be amended as follows:

‘The Contractor must demonstrate that the proposed resource has a minimum of 2 years of experience performing risk/issue management plan tasks within the past 5 years of the TA request date.

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.

**Question 2**

Regarding Annex B, Basis of Payment: to discourage financial gaming, we encourage the Crown to adopt the TBIPS Tier 2 best practice of linking the L2 category rates to the L3 rates.

For example, L2 is 85% or 90% of L3.

**Answer 2**

Canada confirms that Annex B, Basis of Payment will be amended for both WS1 and WS2 to link the category rates as ‘Level 2 is 90% of Level 3 per diem rate’.

**Question 3**

For Project Executive, L3, the Bidder must demonstrate that the proposed resource has experience within the past 15 years from the RFP issuance date planning and executing a Large-Scale IM/IT modernization Program (>\$300M) for a Project of at least 2 years in duration. This threshold is extremely high and is not possible for the majority of the Project Executives in the NCR to meet, therefore limiting the pool of resources that will be able to support this initiative in the capacity of a Project Executive. There just are not enough resources in the NCR that have worked on Major Crown IM/IT projects over \$300M. 1. To ensure that the Crown will be able to secure the resources they need, will IRCC reconsider changing the Mandatory criteria to “the Bidder must demonstrate that the proposed resource has experience within the past 15 years from the RFP issuance date planning and executing a Large-Scale IM/IT modernization Program (>\$100M) for a Project of at least 2 years in duration”? 2. To ensure that the Crown will be able

to secure the resources they need at TA Stage, will IRCC reconsider changing the Mandatory criteria to “the Bidder must demonstrate that the proposed resource has experience within the past 15 years from the RFP issuance date planning and executing a Large-Scale IM/IT modernization Program (>\$100M) for a Project of at least 2 years in duration”?

**Answer 3**

Canada confirms that M2, WS1 Project Executive Level 3 will be amended to “The Bidder must demonstrate that the proposed resource has experience within the past 15 years from the RFP issuance date planning and executing a Large-Scale IM/IT modernization Program (>**\$150M**) for a Project of at least 2 years in duration”.

**Question 4**

M2 on the Change Management Consultant, Level 3 grid requires that projects come from within the three years prior to RFP issuance. This is an extremely restrictive timeframe that might exclude relevant recent experience for well qualified IM/IT consultants. Given that the Crown has substantially expanded the date range for other requirements on this grid (i.e., R1, R2, and R3), would the Crown also expand the M2 cutoff to 5 years prior to RFP issuance?

**Answer 4**

Canada confirms that M2 for Change Management Consultant, Level 3 will be amended to “The Bidder must demonstrate that the proposed resource has experience working as a Change Management Consultant on at least 2 IM/IT Projects for a Public Sector client within the past 5 years of the RFP issuance date.

**2. Modifications to the Bid Solicitation**

**2.1 At Appendix C to Annex A Additional Resources Technical Criteria, 1.0 Workstream 1, Project Coordinator Level 3**

DELETE: criterion M3 in its entirety  
INSERT: criterion M3 below:

<b>M3</b>	The Contractor must demonstrate that the proposed resource has a minimum of 2 years of experience performing risk/issue management plan tasks within the past 5 years of the TA request date.  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.
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**2.2 At Annex B, Basis of Payment**

DELETE: in its entirety  
INSERT: below:

**ANNEX B  
BASIS OF PAYMENT**

**WORKSTREAM 1**

**INITIAL CONTRACT PERIOD:**

Solicitation Number:  
B9220-220010/A

Amendment Number:  
011

Buyer ID:  
001XY

<b>Initial Contract Period</b>		
<b>Resource Category</b>	<b>Level of Expertise</b>	<b>Firm Per Diem Rate</b>
Change Management Consultant	<b>Level 3</b>	
Project Executive	<b>Level 3</b>	
Project Manager	<b>Level 3</b>	
Change Management Consultant	<b>Level 2</b>	<b>90 % of Level 3</b>
Project Coordinator	<b>Level 3</b>	
Project Manager	<b>Level 2</b>	<b>90 % of Level 3</b>

**OPTION PERIODS:**

<b>Option Period 1</b>		
<b>Resource Category</b>	<b>Level of Expertise</b>	<b>Firm Per Diem Rate</b>
Change Management Consultant	<b>Level 3</b>	
Project Executive	<b>Level 3</b>	
Project Manager	<b>Level 3</b>	
Change Management Consultant	<b>Level 2</b>	<b>90 % of Level 3</b>
Project Coordinator	<b>Level 3</b>	
Project Manager	<b>Level 2</b>	<b>90 % of Level 3</b>

<b>Option Period 2</b>		
<b>Resource Category</b>	<b>Level of Expertise</b>	<b>Firm Per Diem Rate</b>
Change Management Consultant	<b>Level 3</b>	
Project Executive	<b>Level 3</b>	
Project Manager	<b>Level 3</b>	
Change Management Consultant	<b>Level 2</b>	<b>90 % of Level 3</b>
Project Coordinator	<b>Level 3</b>	
Project Manager	<b>Level 2</b>	<b>90 % of Level 3</b>

<b>Option Period 3</b>		
<b>Resource Category</b>	<b>Level of Expertise</b>	<b>Firm Per Diem Rate</b>
Change Management Consultant	<b>Level 3</b>	
Project Executive	<b>Level 3</b>	
Project Manager	<b>Level 3</b>	
Change Management Consultant	<b>Level 2</b>	<b>90 % of Level 3</b>
Project Coordinator	<b>Level 3</b>	
Project Manager	<b>Level 2</b>	<b>90 % of Level 3</b>

## WORKSTREAM 2

\* The per diem rate for the Business Analyst – Advisory category and the per diem rate for the Business Analyst – Support category must be identical.

\*\* The per diem rate for the Business Consultant – Advisory category and the per diem rate for the Business Consultant – Support category must be identical.

\*\*\* The per diem rate for the Business Transformation Architect – Advisory category and the per diem rate for the Business Transformation Architect – Support category must be identical

### INITIAL CONTRACT PERIOD:

Initial Contract Period		
Resource Category	Level of Expertise	Firm Per Diem Rate
Business Analyst – Advisory *	Level 3	
Business Architect	Level 3	
Business Consultant – Advisory **	Level 3	
Business Transformation Architect – Advisory ***	Level 3	
Business Analyst	Level 2	90 % of Level 3
Business Analyst – Support *	Level 3	
Business Consultant – Support **	Level 3	
Business Transformation Architect – Support ***	Level 3	
Technical Architect – Cloud	Level 3	
Enterprise Architect	Level 3	

### OPTION PERIODS:

Option Period 1		
Resource Category	Level of Expertise	Firm Per Diem Rate
Business Analyst – Advisory *	Level 3	
Business Architect	Level 3	
Business Consultant – Advisory **	Level 3	
Business Transformation Architect – Advisory ***	Level 3	
Business Analyst	Level 2	90 % of Level 3
Business Analyst – Support *	Level 3	
Business Consultant – Support **	Level 3	
Business Transformation Architect – Support ***	Level 3	
Technical Architect – Cloud	Level 3	
Enterprise Architect	Level 3	

Option Period 2		
Resource Category	Level of Expertise	Firm Per Diem Rate
Business Analyst – Advisory *	Level 3	
Business Architect	Level 3	
Business Consultant – Advisory **	Level 3	

Business Transformation Architect – Advisory ***	Level 3	
Business Analyst	Level 2	90 % of Level 3
Business Analyst – Support *	Level 3	
Business Consultant – Support **	Level 3	
Business Transformation Architect – Support ***	Level 3	
Technical Architect – Cloud	Level 3	
Enterprise Architect	Level 3	

Option Period 3		
Resource Category	Level of Expertise	Firm Per Diem Rate
Business Analyst – Advisory *	Level 3	
Business Architect	Level 3	
Business Consultant – Advisory **	Level 3	
Business Transformation Architect – Advisory ***	Level 3	
Business Analyst	Level 2	90 % of Level 3
Business Analyst – Support *	Level 3	
Business Consultant – Support **	Level 3	
Business Transformation Architect – Support ***	Level 3	
Technical Architect – Cloud	Level 3	
Enterprise Architect	Level 3	

**2.3 At Attachment 4.2 Core Resources Technical Criteria, 2.1 Workstream 1, 2.1.2 Project Executive – Level 3**

DELETE: criterion M2 in its entirety  
INSERT: criterion M2 below:

<b>M2</b>	<p>The Bidder must demonstrate that the proposed resource has experience within the past 15 years from the RFP issuance date planning and executing a Large Scale IM/IT modernization Program (&gt;\$150M) for a Project of at least 2 years in duration.</p> <p>To demonstrate such experience, the Bidder must provide 1 or more Reference Project(s) as defined below:</p> <p>A Reference Project is defined as a Project of the Bidders proposed Resource to deliver the identified services and deliverables to a client organization. A Reference Project may encompass sub-Projects and must include the following supporting information:</p> <ol style="list-style-type: none"> <li>1. Name of the Project(s);</li> <li>2. Organization for which the work was performed;</li> <li>3. Duration of work (start and end dates in MM/YY format);</li> <li>4. Program value;</li> <li>5. Tasks performed; and</li> <li>6. Client reference (name, title, phone number or email address).</li> </ol> <p>The client reference must have been in a reporting or management role or the client's Project Authority or an authorized representative who can validate the Bidders claim. A colleague or a</p>
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	<p>subordinate will not be accepted.</p> <p>Bidders are also advised that the month(s) of experience listed for a project whose timeframe overlaps that of another referenced project will only be counted once. For example, Project 1 timeframe is July 2001 to December 2001; Project 2 timeframe is October 2001 to January 2002; the total months of experience for these two project references is 7 months. 1 Reference Project may be used to demonstrate more than one criteria.</p> <p>For the referenced Large Scale IM/IT modernization Program, the minimum duration that the resource has worked on the Program must be no less than 2 years and must have a value of more than <b>\$150M.</b></p>
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**2.4 At Attachment 4.2 Core Resources Technical Criteria, 2.1 Workstream 1, 2.1.1 Change Management Consultant – Level 3**

DELETE: criterion M2 in its entirety  
INSERT: criterion M2 below:

<b>M2</b>	<p>The Bidder must demonstrate that the proposed resource has experience working as a Change Management Consultant on at least 2 IM/IT Projects for a Public Sector client <b>within the past 5 years</b> of the RFP issuance date.</p> <p>To demonstrate such experience, the Bidder must provide 2 or more Reference Project(s) as defined in Appendix E to Annex A - Definitions and Acronyms.</p>
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**ALL OTHER TERMS AND CONDITIONS OF THE BID SOLICITATION REMAIN UNCHANGED**