



**SEN RFP-033 21/22**  
**Consulting Services – Development of an effective Enterprise Risk Management (ERM) framework**  
**Questions and Answers # 4**

November 3, 2021

**Q1.** Will the Senate of Canada please clarify how many resumes are to be provided as part of the bid response.,

**R1.** The bidder does not have to submit resumes.

**Q2.** Part 5 – Resulting Contract Clauses, section 15 – Subcontracts stipulates the following:

*“I. The contractor must obtain the contracting authority's written consent before subcontracting or permitting the subcontracting of any part of the work. A subcontract includes a contract entered into by any subcontractor at any tier to perform any part of the work.”*

AND

*“Even if the Senate consents to a subcontract, the contractor is responsible for performing this contract and the Senate is not responsible to any subcontractor. The contractor is responsible for any matters or things done or provided by any subcontractor under this contract and for paying any subcontractors for any part of the work that they perform.”*

Is it accurate to infer that the Senate has a preference to work with Bidders who do not subcontract any part of the service offering, and will the Senate of Canada please advise if responses Bidders delivering a managed solutions offering using subcontracted personnel will be compared less favorably against those who do not subcontract?

**R2.** No, the Senate has no preference as to how the bidder's proposed team is composed.

**Q3.** Will the Senate of Canada please confirm if all members of the Bidder's proposed team will be interviewed, or does the Senate simply wish to interview a named Principal resource?

**R3.** As indicated on page 21 of 40 part 4, the Bidder's principal resource, along with up to one (1) additional bidder's representative will be interviewed by the Senate.

**Q4.** It was noted that a Risk Management policy exists; to what extent does this policy cover the mandate of the ERM team?

**R4.** The current policy covers very little of the intended new direction with regards to the mandate of the ERM team.



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- Q5.** For the current risk management policy, when was it developed? How often is it reviewed?
- R5.** The current Risk Management policy was developed in 2008 and is reviewed by the Senate on a regular basis.
- Q6.** Is there a current risk management program in some form? If so, what are the key aspects covered by this program?
- R6.** There is a risk management program in place. The key aspects are to identify, manage and mitigate the institutional risks.
- Q7.** Do you currently have any identified risks? If so, how are these risks reported to the appropriate individuals and when was the last risk identification and assessment exercise performed?
- R7.** Yes, the Senate of Canada has an inventory of institutional risks. They are reported through management meetings. The risks identification and assessment exercise were performed within the last year.
- Q8.** Is there a dedicated point of contact who will facilitate the communication between contractor and the Senate?
- R8.** Yes, the name of this individual will be provided to the successful bidder.
- Q9.** Is there currently a dedicated ERM team in place to support the mandate at the Senate?
- R9.** Yes, there is a dedicated ERM team in place.
- Q10.** For the individuals on our team who don't have security clearance, do they have to be labeled as so on the proposal?
- R10.** No, this information does not have to be submitted in your bid.
- Q11.** For the individuals who don't have a security clearance level of "Secret", it's mentioned in the RFP that they'll go through the Senate's security clearance process. Does this process refer to undergoing a separate clearance process designed by the Senate?
- R11.** Yes.



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- Q12.** Do you keep a record of historical risk context? (such as previous risk reports, identified risks, mitigation plans, etc.)
- R12.** Yes, a record is kept.
- Q13.** It's stated in the RFP that the engagement is to be conducted over a period of three months. Can you please clarify when the work will commence?
- R13.** The work will commence upon award of contract.
- Q14.** Is the scope of work going to cover all three risk areas (institutional, directorate, and project-level risks) or will the work be specifically cover just institutional risks as per Annex "A" point 4 (Scope)?
- R14.** The work will cover only institutional risks.
- Q15.** In order to obtain an understanding of the risk context and perform a risk identification at the Senate, interviews will have to be conducted with various stakeholders. How many individuals have you already identified as potential interviewees?
- R15.** Should interviews be required, we estimate that 10 or less interviews will suffice.
- Q16.** Are there any risk tolerances in place at the moment for any risks identified? If so, how often are the tolerances reviewed?
- R16.** There is a tolerance level for every risk identified on a case by case basis depending on the possible impact and the likelihood, the objective is to review the tolerance level at least twice per year.
- Q17.** During a part of the risk dashboards, will creating Key Risk Indicators also be required and be aligned to the established tolerances?
- R17.** Yes.
- Q18.** Will the reporting templates/dashboard created only be serviced as a reporting tool to the executive committee? Will any other function in the Senate be reviewing those dashboards?
- R18.** Yes, most dashboards will be reviewed by the Executive Committee and Sr. Management members as well as other stakeholders.