



RETURN BIDS TO:

RETOURNER LES SOUMISSIONS À:

Bid Receiving - PWGSC / Réception des
soumissions - TPSGC

Place du Portage, Phase III

Core 0B2 / Noyau 0B2

11 Laurier St./11, rue Laurier

Gatineau

Québec

K1A 0S5

Bid Fax: (819) 997-9776

REQUEST FOR PROPOSAL DEMANDE DE PROPOSITION

Proposal To: Public Works and Government Services Canada

We hereby offer to sell to Her Majesty the Queen in right of Canada, in accordance with the terms and conditions set out herein, referred to herein or attached hereto, the goods, services, and construction listed herein and on any attached sheets at the price(s) set out therefor.

Proposition aux: Travaux Publics et Services Gouvernementaux Canada

Nous offrons par la présente de vendre à Sa Majesté la Reine du chef du Canada, aux conditions énoncées ou incluses par référence dans la présente et aux annexes ci-jointes, les biens, services et construction énumérés ici sur toute feuille ci-annexée, au(x) prix indiqué(s).

Comments - Commentaires

THIS DOCUMENT CONTAINS A SECURITY
REQUIREMENT.

Vendor/Firm Name and Address

Raison sociale et adresse du

fournisseur/de l'entrepreneur

Issuing Office - Bureau de distribution

Shared Systems Division (XL)/Division des systèmes
partagés (XL)

Terrasses de la Chaudière

4th Floor, 10 Wellington Street

4th etage, 10, rue Wellington

Gatineau

Québec

K1A 0S5

Title - Sujet OMS Modernization Project	
Solicitation No. - N° de l'invitation 21120-206246/C	Date 2021-12-17
Client Reference No. - N° de référence du client 21120-20-3266246	
GETS Reference No. - N° de référence de SEAG PW-\$\$XL-165-40231	
File No. - N° de dossier 165xl.21120-206246	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM Eastern Standard Time EST on - le 2022-02-09 Heure Normale du l'Est HNE	
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: Martins, Christina	Buyer Id - Id de l'acheteur 165xl
Telephone No. - N° de téléphone (343) 543-8779 ()	FAX No. - N° de FAX () -
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction: CORRECTIONAL SERVICE OF CANADA 340 LAURIER AVE W. OTTAWA Ontario K1A0P9 Canada	

Instructions: See Herein

Instructions: Voir aux présentes

Delivery Required - Livraison exigée See Herein – Voir ci-inclus	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

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BID SOLICITATION

OFFENDER MANAGEMENT SYSTEM (OMS) MODERNIZATION PROJECT

FOR

CORRECTIONAL SERVICE OF CANADA (CSC)

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BID SOLICITATION
OFFENDER MANAGEMENT SYSTEM (OMS) MODERNIZATION
PROJECT
FOR
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PART 1 - GENERAL INFORMATION

1.1 Notice to Bidders: Supply Chain Integrity Information

This bid solicitation contains a security requirement in relation to the supply chain of the Bidders to provide this information to Canada, see Section 3.7 of Part 3 – Bid Preparation Instructions for additional information on the integrity assessment of bidders' supply chain security information.

1.2 Introduction

The bid solicitation is divided into seven parts plus attachments, annexes and appendixes, as follows:

- Part 1** General Information: provides a general description of the requirement;
- Part 2** Bidder Instructions: provides the instructions, clauses and conditions applicable to the bid solicitation;
- Part 3** Bid Preparation Instructions: provides Bidders with instructions on how to prepare their bid;
- Part 4** Evaluation Procedures and Basis of Selection: indicates how the evaluation will be conducted, the evaluation criteria that must be addressed in the bid, if applicable, and the basis of selection;
- Part 5** Certifications and Additional Information: includes the certifications and additional information to be provided;
- Part 6** Security, Financial and Other Requirements: includes specific requirements that must be addressed by Bidders; and
- Part 7** Resulting Contract Clauses: includes the clauses and conditions that will apply to any resulting contract.

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The annexes include the Statement of Work and any other annexes.

1.3 Summary

- (a) A Request for Information (RFI) (21120-206246/A) was posted to BuyandSell with a closing date of October 27, 2020. A 2.5 hour virtual industry day was hosted in consultation with CSC on October 1ST 2020. The main goal of engaging with Industry was to solicit feedback through holding a virtual industry day that was held on October 1, 2020 via video conference. CSC sought guidance to leverage available software subscriptions, products and technologies to transform key business capabilities and to modernize its correctional business processes and its suite of mission critical systems. CSC's main goals were to understand the interest, expertise, and capacity of respondents to support its transformation.
- (b) Product demonstrations from interested suppliers were held from February 2021 to March 2021 inclusive.
- (c) This procurement is being conducted by PWGSC for Correctional Service of Canada "CSC". The resulting contract will be used by Correctional Service of Canada to provide shared services to its clients, that include CSC itself, those government institutions for whom CSC's services are mandatory at any point during the Contract Period, and those other organizations for whom CSC's services are optional at any point during the Contract Period and that choose to use those services from time to time. It is intended to result in the award of up to three contracts to successful Bidders to each develop a Prototype Solution in accordance with Step 1 of Annex A – Statement of Work and, at Canada's sole discretion, exercise the option on one Contract for the Contractor to deliver the production ready Solution in accordance with Step 2 – Solution Design and Step 3 – Solution Implementation of Annex A - Statement of Work. The contract will include a five year period plus 15 one-year irrevocable options allowing Canada to extend the term of the contract. This bid solicitation does not preclude Canada from using another method of supply for entities of the Government of Canada with the same or similar needs.
- (d) Correctional Service of Canada is the Initial Client that will use the Offender Management System (the "Software Solution" or "the Solution"). However, this bid solicitation will also allow Canada to make the Software Solution available to any department or Crown corporation (as those terms are defined in the Financial Administration Act) or any other party for which the Department of Public Works and Government Services is authorized to act from time to time under section 16 of the Department of Public Works and Government Services Act (each a "**Client**"). Although Canada may make the Software Solution available to any or all the Clients, this bid solicitation does not preclude Canada from using another method of supply for entities of the Government of Canada with the same or similar needs. When the Software Solution is made available to Clients other than the Initial Client, any required professional services or training will be purchased under a separate contract.
- (e) There are security requirements associated with this requirement. For additional information, consult Part 6 - Security, Financial and Other Requirements, and Part 7 - Resulting Contract Clauses. For more information on personnel and organizational security screening or security clauses, Bidders should refer to the *Contract Security Program* of Public Works and Government Services Canada (<http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html>) website.
- (f) The Federal Contractors Program (FCP) for employment equity applies to this procurement: refer to Part 5 - Certifications, Part 7 - Resulting Contract Clauses and the form titled "Federal Contractors Program for Employment Equity - Certification".

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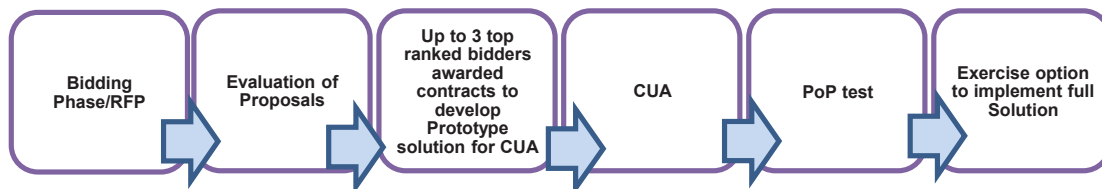
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- (g) The requirement is subject to the provisions of the World Trade Organization Agreement on Government Procurement (WTO-AGP), Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP), the Canada-Honduras Free Trade Agreement (CHFTA), the Canada-Korea Free Trade Agreement (CKFTA), the Canada-Chile Free Trade Agreement (CCFTA), the Canada-Chile Free Trade Agreement (CCFTA), the Canada-Peru Free Trade Agreement (CPFTA), the Canada-Colombia Free Trade Agreement (CColFTA), the Canada-Panama Free Trade Agreement (CPanFTA), *the Canada-European Union Comprehensive Economic and Trade Agreement (CETA)* if it is in force, and the Canadian Free Trade Agreement (CFTA).
- (h) While Canada intends to issue Contract(s) of a specific duration, Canada reserves the right to continue to Contract for and leverage this Solution for as long as it makes business sense for Canada to do so. Canada also expects that this type of Solution will evolve with time and technology, including incorporation of functionalities or technologies that isn't currently part of the requirement. Canada reserves the right to consider these evolutionary functionalities or technologies to be part of the ongoing scope of the work being done under the Contract, subject to Canada's internal approval processes. Canada reserves the right to, at a subsequent date and at its sole discretion, identify the solution as a multi-departmental solution.
- (i) The bid solicitation and the resulting Contract(s) will follow an agile procurement approach in order to encourage more effective collaboration with vendors. Being agile means approaching the project in phases while assessing and addressing challenges along the way.
- (j) **COVID-19 vaccination requirement**
- This requirement is subject to the COVID-19 Vaccination Policy for Supplier Personnel. Failure to complete and provide the COVID-19 Vaccination Requirement Certification as part of the bid will render the bid non-responsive.

1.4 OVERVIEW OF THE AGILE PROCUREMENT PROCESS

The anticipated multi-phase agile procurement process will be conducted as per the following phases:



The procurement process will be conducted using an agile approach as follows:

- 1) Request for Proposal (RFP) Qualification Stage (Phase 1):

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2) Prototype (Phase 2):

- a) Canada anticipates to issue a contract valued at \$100K CAD to up to three of the top ranked bidders each to develop and deliver a prototype Solution;
- b) Capability and Usability Assessment (CUA). Upon completion and delivery of all required deliverables, including the Preliminary Solution, Canada may conduct a CUA in accordance with the CUA criteria. The CUA allows end-users to perform usability and capability assessments based on mandatory and, if appropriate, point-rated criteria, to help determine the best preliminary solution for further development. The detailed assessment process will be outlined in the bid solicitation.
- c) Canada anticipates conducting a preliminary Supply Chain Integrity (SCI) assessment of the top ranked bidder following successful completion of CUA.

- 3) Exercise option to implement full Solution (Phase 3): After the CUA is conducted, Canada will at its sole discretion exercise its irrevocable option for the top ranked Contractor (based on the combined rating from the bid evaluation and the CUA assessments) to implement the full final Solution. Although it would be Canada's intent to exercise its irrevocable option to the top-ranked Contractor to implement the full Solution, Canada may at its sole discretion exercise its irrevocable option on the other Contract(s) for all or a portion of the Work if it is determined that this would best meet the needs of Canada.

1.5 Anticipated Contract Period

It is anticipated that the term of any resulting contract for a prototype Solution will be **three** years with the irrevocable options to extend the Contract term by up to a five additional year period, and further with the irrevocable options to extend the Contract term by up to 15 additional 1-year period(s).

1.6 Debriefings

Bidders may request a debriefing on the results of the bid solicitation process. Bidders should make the request to the Contracting Authority within 15 working days from receipt of the results of the bid solicitation process. The debriefing may be provided in writing, by telephone or in person.

1.7 Conflict of Interest – Unfair advantage

- 1.7.1 As set out in the provisions of the Standard Instructions - Goods or Services – Competitive Requirements 2003 (2018-05-22), a Response can be rejected due to an actual or apparent conflict of interest or unfair advantage.

In this regard, Canada advises that it has used the services of a number of private sector contractors in preparing strategies and documentation related to this procurement process, including the following:

- a) Avenai Inc.
- b) Accenture Canada

It is noted that in order to avoid a conflict of interest, the above-mentioned contractors, their subcontractors and their respective employees and former employees involved in the work will not be eligible to bid, either as sole Bidder, Joint Venture or subcontractor to the Bidder on any bid solicitation related to the OMS Project.

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1.7.2 In order to protect the integrity of the procurement process, Bidders are advised that Canada may reject a bid in the following circumstances:

- (i) if the Bidder, any of its subcontractors, any of their respective employees or former employees was involved in any manner in the preparation of the bid solicitation or in any situation of conflict of interest or appearance of conflict of interest;
- (ii) if the Bidder, any of its subcontractors, any of their respective employees or former employees had access to information related to the bid solicitation that was not available to other Bidders and that would, in Canada's opinion, give or appear to give the Bidder an unfair advantage.

1.7.3 The experience acquired by a bidder who is providing or has provided the goods and services described in the bid solicitation (or similar goods or services) will not, in itself, be considered by Canada as conferring an unfair advantage or creating a conflict of interest. This bidder remains however subject to the criteria established above.

1.7.4 Where Canada intends to reject a bid under this section, the Contracting Authority will inform the Bidder and provide the Bidder an opportunity to make representations before making a final decision. Bidders who are in doubt about a particular situation should contact the Contracting Authority before bid closing. By submitting a bid, the Bidder represents that it does not consider itself to be in conflict of interest nor to have an unfair advantage. The Bidder acknowledges that it is within Canada's sole discretion to determine whether a conflict of interest, unfair advantage or an appearance of conflict of interest or unfair advantage exists.

1.8 Fairness Monitor

Canada has engaged RFP Solutions Inc. as a fairness monitor for this procurement. The fairness monitor will, for example, observe the evaluation of responses to determine whether PWGSC has adhered to the evaluation process described in the solicitation. The fairness monitor is under obligations pursuant to its contract with Canada to maintain the confidentiality of all information received as a result of its participation in this procurement process.

1.9 Phased Bid Compliance Process

The Phased Bid Compliance Process applies to this requirement.

PART 2 - BIDDER INSTRUCTIONS

2.1 Standard Instructions, Clauses and Conditions

- (a) All instructions, clauses and conditions identified in the bid solicitation by number, date and title are set out in the *Standard Acquisition Clauses and Conditions Manual* (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.
- (b) Bidders who submit a bid agree to be bound by the instructions, clauses and conditions of the bid solicitation and accept the clauses and conditions of the resulting contract.

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- (c) The 2003 (2020-05-28) Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation. If there is a conflict between the provisions of 2003 and this document, this document prevails.
- (d) "Subsection 3 a) of Section 01, Integrity Provisions - Bid of Standard Instructions (2003) incorporated by reference above is deleted in its entirety and replaced with the following:
 - a) at the time of submitting a bid under the Request for Proposal (RFP), the Bidder has already provided a list of names, as requested under the *Ineligibility and Suspension Policy*. During this procurement process, the Bidder must immediately inform Canada in writing of any changes affecting the list of names.
- (e) Subsection 5(4) of 2003, Standard Instructions - Goods or Services - Competitive Requirements is amended as follows:
 - (i) Delete: 60 days
 - (i) Insert: 365 days
- (f) The 2003, Standard Instructions is amended as follows:
 - 1. Section 5, entitled Submission of bids, is amended as follows:
 - (i) subsection 1 is deleted entirely and replaced with the following: "Canada requires that each bid, at solicitation closing date and time or upon request from the Contracting Authority, for example in the case of epost Connect service, be signed by the Bidder or by an authorized representative of the Bidder. If a bid is submitted by a joint venture, it must be in accordance with the section entitled Joint venture."

2.2 SAC Manual Clauses

- A. 2030 (2020-05-28), General Conditions – Higher Complexity – Goods
- B. 4003 (2010-08-16), Licensed Software
- C. 4004(2013-04-25), Maintenance and Support Services for Licensed Software

2.3 Submission of Bids

- (a) Bids must be submitted only to Public Works and Government Services Canada PWGSC Bid Receiving Unit by the date, time and place indicated on page 1 of the bid solicitation.
- (b) Due to the nature of the bid solicitation, bids transmitted by facsimile to PWGSC will not be accepted.

2.4 Former Public Servant

- (a) Contracts awarded to former public servants (FPS) in receipt of a pension or of a lump sum payment must bear the closest public scrutiny, and reflect fairness in the spending of public funds. In order to comply with Treasury Board policies and directives on contracts awarded

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to FPS, bidders must provide the information required below before contract award. If the answer to the questions and, as applicable the information required have not been received by the time the evaluation of bids is completed, Canada will inform the Bidder of a time frame within which to provide the information. Failure to comply with Canada's request and meet the requirement within the prescribed time frame will render the bid non-responsive.

(b) **Definitions**

For the purposes of this clause, "former public servant" is any former member of a department as defined in the *Financial Administration Act*, R.S., 1985, c. F-11, a former member of the Canadian Armed Forces or a former member of the Royal Canadian Mounted Police. A former public servant may be:

- (i) an individual;
- (ii) an individual who has incorporated;
- (iii) a partnership made of former public servants; or
- (iv) a sole proprietorship or entity where the affected individual has a controlling or major interest in the entity.

"lump sum payment period" means the period measured in weeks of salary, for which payment has been made to facilitate the transition to retirement or to other employment as a result of the implementation of various programs to reduce the size of the Public Service. The lump sum payment period does not include the period of severance pay, which is measured in a like manner.

"pension" means a pension or annual allowance paid under the *Public Service Superannuation Act* (PSSA), R.S., 1985, c.P-36, and any increases paid pursuant to the *Supplementary Retirement Benefits Act*, R.S., 1985, c.S-24 as it affects the PSSA. It does not include pensions payable pursuant to the *Canadian Forces Superannuation Act*, R.S., 1985, c.C-17, the *Defence Services Pension Continuation Act*, 1970, c.D-3, the *Royal Canadian Mounted Police Pension Continuation Act*, 1970, c.R-10, and the *Royal Canadian Mounted Police Superannuation Act*, R.S., 1985, c.R-11, the *Members of Parliament Retiring Allowances Act*, R.S., 1985, c.M-5, and that portion of pension payable to the *Canada Pension Plan Act*, R.S., 1985, .C-8.

(c) **Former Public Servant in Receipt of a Pension**

As per the above definitions, is the Bidder a FPS in receipt of a pension? **Yes () No ()**

If so, the Bidder must provide the following information, for all FPS in receipt of a pension, as applicable:

- (i) name of former public servant;
- (ii) date of termination of employment or retirement from the Public Service.

By providing this information, Bidders agree that the successful Bidder's status, with respect to being a former public servant in receipt of a pension, will be reported on departmental websites as part of the published proactive disclosure reports in accordance with Contracting Policy Notice: 2012-2 and the Guidelines on the Proactive Disclosure of Contracts.

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(d) **Work Force Adjustment Directive**

Is the Bidder a FPS who received a lump sum payment pursuant to the terms of the Work Force Adjustment Directive? **Yes () No ()**

If so, the Bidder must provide the following information:

- (i) name of former public servant;
- (ii) conditions of the lump sum payment incentive;
- (iii) date of termination of employment;
- (iv) amount of lump sum payment;
- (v) rate of pay on which lump sum payment is based;
- (vi) period of lump sum payment including start date, end date and number of weeks;
- (vii) number and amount (professional fees) of other contracts subject to the restrictions of a work force adjustment program.

For all contracts awarded during the lump sum payment period, the total amount of fees that may be paid to a FPS who received a lump sum payment is \$5,000, including Applicable Taxes.

2.5 Enquiries - Bid Solicitation

- (a) All enquiries must be submitted in writing to the Contracting Authority no later than 10 calendar days before the bid closing date. Enquiries received after that time may not be answered.
- (b) Bidders should reference as accurately as possible the numbered item of the bid solicitation to which the enquiry relates. Care should be taken by Bidders to explain each question in sufficient detail in order to enable Canada to provide an accurate answer. Technical enquiries that are of a proprietary nature must be clearly marked "proprietary" at each relevant item. Items identified as "proprietary" will be treated as such except where Canada determines that the enquiry is not of a proprietary nature. Canada may edit the question(s) or may request that the Bidder do so, so that the proprietary nature of the question(s) is eliminated, and the enquiry can be answered with copies to all Bidders. Enquiries not submitted in a form that can be distributed to all Bidders may not be answered by Canada.

2.6 Applicable Laws

- (a) Any resulting contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

Note to Bidders: Bidders may, at their discretion, substitute the applicable laws of a Canadian province or territory of their choice without affecting the validity of their bid, by deleting the name of the Canadian province or territory specified and inserting the name of the Canadian province or territory of their choice. If no change is made, it acknowledges that the applicable laws specified are acceptable to the Bidder. Bidders are requested to indicate the Canadian province or territory they wish to apply to any resulting contract in their Bid Submission Form.

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2.7 Improvement of Requirement During Solicitation Period

Should bidders consider that the specifications or Statement of Work contained in the bid solicitation could be improved technically or technologically, bidders are invited to make suggestions, in writing, to the Contracting Authority named in the bid solicitation. Bidders must clearly outline the suggested improvement as well as the reasons for the suggestion. Suggestions that do not restrict the level of competition nor favour a particular bidder will be given consideration provided they are submitted to the Contracting Authority in accordance with the article entitled "Enquiries - Bid Solicitation". Canada will have the right to accept or reject any or all suggestions.

2.8 Non-Disclosure Agreement

By submitting a response, the Bidder agrees to the terms of the non-disclosure agreement below (the "**Non-Disclosure Agreement**"):

1. The Bidder agrees to keep confidential any information it receives from Canada regarding Canada's assessment of the Bidder's Supply Chain Security Information (the "**Sensitive Information**") including, but not limited to, which aspect of the Supply Chain Security Information is subject to concern, and the reasons for Canada's concerns.
2. Sensitive Information includes, but is not limited to, any documents, instructions, guidelines, data, material, advice or any other information whether received orally, in printed form or otherwise and whether or not that information is labeled as classified, proprietary or sensitive.
3. The Bidder agrees that it will not reproduce, copy, divulge, release or disclose, in whole or in part, in whatever way or form any Sensitive Information to any person other than a person employed by the Bidder who has a security clearance commensurate with the level of Sensitive Information being accessed, without the prior written consent of the Contracting Authority. The Bidder agrees to immediately notify the Contracting Authority if any person, other than those permitted by this Article, accesses the Sensitive Information at any time.
4. All Sensitive Information will remain the property of Canada and must be returned to the Contracting Authority or destroyed, at the option of the Contracting Authority, if requested by the Contracting Authority, within 30 days following that request.
5. The Bidder agrees that a breach of this Non-Disclosure Agreement may result in disqualification of the Bidder at RFP stage, or immediate termination of the resulting Contract. The Bidder also acknowledges that a breach of this Non-Disclosure Agreement may result in a review of the Bidder's security clearance and review of the Bidder's status as an eligible bidder for other requirements.
6. This Non-Disclosure Agreement remains in force indefinitely.

2.9 Bid Challenge and Recourse Mechanisms

- (a) Several mechanisms are available to potential suppliers to challenge aspects of the procurement process up to and including contract award.

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- (b) Canada encourages suppliers to first bring their concerns to the attention of the Contracting Authority. Canada's Buy and Sell website, under the heading "Bid Challenge and Recourse Mechanisms" contains information on potential complaint bodies such as:
- Office of the Procurement Ombudsman (OPO)
 - Canadian International Trade Tribunal (CITT)
- (c) Suppliers should note that there are **strict deadlines** for filing complaints, and the time periods vary depending on the complaint body in question. Suppliers should therefore act quickly when they want to challenge any aspect of the procurement process.

PART 3 - BID PREPARATION INSTRUCTIONS

3.1 Bid Preparation Instructions

- (a) Bidders must submit their bid electronically. Canada requests that the Bidder submits its bid in accordance with section 08 of the 2003 standard instructions. Bidders must provide their bid in a single transmission. The epost Connect service has the capacity to receive multiple documents, up to 1GB per individual attachment.
- (b) The bid must be gathered per section and separated as follows:
- (i) Section I: Technical Bid;
 - (ii) Section II: Financial Bid;
 - (iii) Section III: Certifications;
 - (iv) Section IV: Additional Information.

Prices must appear in the financial bid only. No prices must be indicated in any other section of the bid.

(c) **Submission of Only One Bid:**

- (i) A Bidder, including related entities, will be permitted to submit only one bid in response to this bid solicitation. If a Bidder or any related entities participate in more than one bid (participating means being part of the Bidder, not being a subcontractor), Canada will provide those Bidders with 2 working days to identify the single bid to be considered by Canada. Failure to meet this deadline will result in all the affected bids being disqualified.
- (ii) For the purposes of this Article, regardless of the jurisdiction where any of the entities concerned is incorporated or otherwise formed as a matter of law (whether that entity is a natural person, corporation, partnership, etc), an entity will be considered to be **"related"** to a Bidder if:
 - (a) they are the same legal entity (i.e., the same natural person, corporation, partnership, limited liability partnership, etc.);

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- (b) they are "related persons" or "affiliated persons" according to the *Canada Income Tax Act*;
 - (c) the entities have now or in the two years before bid closing had a fiduciary relationship with one another (either as a result of an agency arrangement or any other form of fiduciary relationship); or
 - (d) the entities otherwise do not deal with one another at arm's length, or each of them does not deal at arm's length with the same third party.
- (iii) Individual members of a joint venture cannot participate in another bid, either by submitting a bid alone or by participating in another joint venture.
- (d) **Joint Venture Experience:**
 - (i) Where the Bidder is a joint venture with existing experience as that joint venture, it may submit the experience that it has obtained as that joint venture.

Example: A bidder is a joint venture consisting of members L and O. A bid solicitation requires that the bidder demonstrate experience providing maintenance and help desk services for a period of 24 months to a customer with at least 10,000 users. As a joint venture (consisting of members L and O), the bidder has previously done the work. This bidder can use this experience to meet the requirement. If member L obtained this experience while in a joint venture with a third party N, however, that experience cannot be used because the third party N is not part of the joint venture that is bidding.
 - (ii) A joint venture bidder may rely on the experience of one of its members to meet any given technical criterion of this bid solicitation.

Example: A bidder is a joint venture consisting of members X, Y and Z. If a solicitation requires: (a) that the bidder have 3 years of experience providing maintenance service, and (b) that the bidder have 2 years of experience integrating hardware with complex networks, then each of these two requirements can be met by a different member of the joint venture. However, for a single criterion, such as the requirement for 3 years of experience providing maintenance services, the bidder cannot indicate that each of members X, Y and Z has one year of experience, totaling 3 years. Such a response would be declared non-responsive.
 - (iii) Joint venture members cannot pool their abilities with other joint venture members to satisfy a single technical criterion of this bid solicitation. However, a joint venture member can pool its individual experience with the experience of the joint venture itself. Wherever substantiation of a criterion is required, the Bidder is requested to indicate which joint venture member satisfies the requirement. If the Bidder has not identified which joint venture member satisfies the requirement, the Contracting Authority will provide an opportunity to the Bidder to submit this information during the evaluation period. If the Bidder does not submitted this information within the period set by the Contracting Authority, its bid will be declared non-responsive.

Example: A bidder is a joint venture consisting of members A and B. If a bid solicitation requires that the bidder demonstrate experience providing resources

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for a minimum number of 100 billable days, the bidder may demonstrate that experience by submitting either:

- Contracts all signed by A;
- Contracts all signed by B; or
- Contracts all signed by A and B in joint venture, or
- Contracts signed by A and contracts signed by A and B in joint venture, or
- Contracts signed by B and contracts signed by A and B in joint venture.

That show in total 100 billable days.

- (iv) Any Bidder with questions regarding the way in which a joint venture bid will be evaluated should raise such questions through the Enquiries process as early as possible during the bid solicitation period.

3.2 Section I: Technical Bid

- (a) In their technical bid, Bidders should demonstrate their understanding of the requirements contained in the bid solicitation and explain how they will meet these requirements. Bidders should demonstrate their capability in a thorough, concise and clear manner for carrying out the work.
- (b) The technical bid should address clearly and in sufficient depth the points that are subject to the evaluation criteria against which the bid will be evaluated. **Simply repeating the statement contained in the bid solicitation is not sufficient.** In order to facilitate the evaluation of the bid, Canada requests that Bidders address and present topics in the order of the evaluation criteria under the same headings. To avoid duplication, Bidders may refer to different sections of their bids by identifying the specific paragraph and page number where the subject topic has already been addressed.
- (c) The technical bid consists of the following:
- (i) **Bid Submission Form:** Bidders are requested to include the Bid Submission Form – Attachment “Form 1” with their bids. It provides a common form in which bidders can provide information required for evaluation and contract award, such as a contact name and the Bidder's Procurement Business Number, etc. Using the form to provide this information is not mandatory, but it is recommended. If Canada determines that the information required by the Bid Submission Form is incomplete or requires correction, Canada will provide the Bidder with an opportunity to do so.
- (ii) **Substantiation of Technical Compliance:** The technical bid must substantiate the compliance with the specific articles of Attachment “**Form 2**,” which is the requested format for providing the substantiation. The substantiation must not simply be a repetition of the requirement(s), but must explain and demonstrate how the Bidder will meet the requirements and carry out the required Work. Simply stating that the Bidder or its proposed solution or product complies is not sufficient. Where Canada determines that the substantiation is not complete, the Bidder will be declared non-responsive and disqualified. The substantiation may refer to additional documentation submitted with the bid - this information can be referenced in the “Bidder's Response” column of the Substantiation of Technical Compliance Form, where bidders are requested to indicate where in the bid the reference material can be found, including the title of the document, and the page and

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paragraph numbers; where the reference is not sufficiently precise, Canada may request that the Bidder direct Canada to the appropriate location in the documentation.

- (iii) **Previous Similar Projects:** Where the bid must include a description of previous similar projects: (i) a project must have been completed by the **Bidder itself or any affiliate of the Bidder** (and cannot include the experience of any proposed subcontractor); (ii) a project must have been completed by the bid closing date; (iii) each project description must include, at minimum, the name and either the telephone number or e-mail address of a customer reference; and (iv) if more similar projects are provided than requested, Canada will decide in its discretion which projects will be evaluated. A project will be considered "similar" to the Work to be performed under any resulting contract if the project was for the performance of work that closely matches the **description of the scope of business and technical capabilities identified in Annex A – Statement of Work**. Work will be considered to "closely match" if the work in the provided project is described in at least 50% of the points of responsibility.
- (iv) **Proposed Resources:** The technical bid must include résumés, per resource category, as identified in **Annex B – Statement of Requirements**. The same individual must not be proposed for more than one Resource Category. The Technical Bid must demonstrate that each proposed individual meets the qualification requirements described (including any educational requirements, work experience requirements, and professional designation or membership requirements). With respect to résumés and resources:
- (a) Proposed resources may be employees of the Bidder or employees of a subcontractor, or these individuals may be independent contractors to whom the Bidder would subcontract a portion of the Work (refer to Part 5, Certifications).
- (b) For educational requirements for a particular degree, designation or certificate, PWGSC will only consider educational programs that were successfully completed by the resource by the time of bid closing. If the degree, designation or certification was issued by an educational institution outside of Canada, the Bidder must provide a copy of the results of the academic credential assessment and qualification recognition service issued by an agency or organization recognized by the Canadian Information Centre for International Credentials (CICIC).
- (c) For requirements relating to professional designation or membership, the resource must have the required designation or membership by the time of bid closing and must continue, where applicable, to be a member in good standing of the profession or membership throughout the evaluation period and Contract Period. Where the designation or membership must be demonstrated through a certification, diploma or degree, such document must be current, valid and issued by the entity specified in this solicitation. If the entity is not specified, the issuer must have been an accredited or otherwise recognized body, institution or entity at the time the document was issued. If the degree, diploma or certification was issued by an educational institution outside of Canada, the Bidder must provide a copy of the results of the academic credential assessment and qualification recognition service issued by an agency or organization recognized by the Canadian Information Centre for International Credentials (CICIC).
- (d) For work experience, PWGSC will not consider experience gained as part of an educational program, except for experience gained through a formal co-operative program at a post-secondary institution.

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- (e) For any requirements that specify a particular time period (e.g., 2 years) of work experience, PWGSC will disregard any information about experience if the technical bid does not include the relevant dates (month and year) for the experience claimed (i.e., the start date and end date). PWGSC will evaluate only the duration that the resource actually worked on a project or projects (from his or her start date to end date), instead of the overall start and end date of a project or a combination of projects in which a resource has participated.
- (f) For work experience to be considered by PWGSC, the technical bid must not simply indicate the title of the individual's position, but must demonstrate that the resource has the required work experience by explaining the responsibilities and work performed by the individual while in that position. Only listing experience without providing any supporting data to describe responsibilities, duties and relevance to the requirement, or reusing the same wording as the qualification requirements, will not be considered "demonstrated" for the purposes of the assessment. The Contractor should provide complete details as to where, when, month and year, and how, through which activities/responsibilities, the stated qualifications / experience were obtained. In situations in which a proposed resource worked at the same time on more than one project, the duration of any overlapping time period will be counted only once toward any requirements that relate to the individual's length of experience.
- (g) **Technical Documentation:** The Bidder is requested to provide screenshots as evidence for items available in their current release, to support the Bidder's response to each requirement. Links to websites are not acceptable and if provided to validate a mandatory requirement, it may render the bid response non-compliant. Any reference material listed by the Bidder to demonstrate compliance on a criteria is requested to be part of the bid (soft copy). If it is not included in the bid, it will not be taken into consideration by Canada. Where the reference is not located, Canada may request that the Bidder direct Canada to the appropriate location in the bid documentation.
- (h) **Description of the Bidder's Maintenance and Support Services:** The Bidder must include a description of its maintenance and support services for software, which must be consistent with all the requirements described in the Resulting Contract Clauses, including the Statement of Work. At a minimum, the Bidder must describe its:
- (a) Problem reporting and response procedures;
 - (b) Escalation procedures;
 - (c) On-site support availability; and
 - (d) Any enhancements to the basic requirements that the Bidder is offering.
- The Bidder may also describe any other information it considers relevant.
- (i) **Customer Reference Contact Information:**
- (a) The Bidder must provide customer references. The customer reference must confirm the following, when requested by PWGSC:

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- (i) Validate work performed;
- (ii) Overall experience/relationship through project; and
- (iii) Quality of final product

- (b) The form of question to be used to request confirmation from customer references is as follows:

Sample Question to Customer Reference:

Did the service provider respect established timelines/deadlines and budget?

___ Yes, the Bidder respected the established timelines/deadlines and budget?

___ No, the Bidder did not respect the established timelines/deadlines and budget.

___ I am unwilling or unable to provide any information pertaining to this question.

- (c) For each customer reference, the Bidder must, at a minimum, provide the name and either the telephone number or e-mail address for a contact person. If only the telephone number is provided, it will be used to call to request the e-mail address and the reference check will be done by e-mail.
- (d) Bidders are also requested to include the title of the contact person. It is the sole responsibility of the Bidder to ensure that it provides a contact who is knowledgeable about the services the Bidder has provided to its customer and who is willing to act as a customer reference. Crown references will be accepted.
- (j) **List of Proposed Software:** The Bidder should include a complete list identifying both the name and the version number of each component of the Licensed Software required for the proposed Software Solution. The bidder should provide a list of all software required to install and operate the proposed solution that is not already included in their list of Licensed Software components.
- (k) **Software Knowledge Transfer Plan:** The Bidder must describe its proposed Knowledge Transfer Plan, which must demonstrate that the Bidder's plan meets all the mandatory requirements for the Knowledge Transfer Plan described in the Statement of Work.
- (l) **Software Release Strategy:** The Bidder must include a proposed Software Release Strategy, which must demonstrate that the Bidder's Release Strategy meets all the mandatory requirements for handling releases described in the Statement of Work.
- (m) **Solution System Architecture:** The Bidder must include an overview of the proposed draft Software Solution's technical architecture.
- (n) **Description of Evolution of Software Solution:** The Bidder is requested to describe when and how the proposed Software Solution was conceived and how it has evolved, with

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the accomplishments of each release. This is requested for information purposes only and will not be evaluated.

3.3 Section II: Financial Bid

- (a) **Pricing:** Bidders must submit their financial bid in accordance with the "Basis of Payment in Annex C". Unless otherwise indicated, bidders must include a single, firm, all-inclusive price quoted in Canadian dollars in each cell requiring an entry in the pricing tables.

(b) **Electronic Payment of Invoices – Bid:**

If the Bidder is willing to accept payment of invoices by Electronic Payment Instruments, complete Form 5 Electronic Payment Instruments, to identify which ones are accepted.

If Form 5 Electronic Payment instruments is not completed, then it is assumed that Electronic Payment Instruments will not be accepted for payment of invoices by the Bidder.

Acceptance of Electronic Payment Instruments will not be considered as an item of evaluation.

- (c) **All Costs to be Included:** The financial bid must include all costs for the requirement described in the bid solicitation for the entire Contract Period, including any option to extend the Contract Period. The identification of all necessary equipment, software, peripherals and components required to meet the requirements of the bid solicitation and the associated costs of these items is the sole responsibility of the Bidder.

- (d) **Blank Prices:** Bidders are requested to insert "\$0.00" for any item for which it does not intend to charge or for items that are already included in other prices set out in the tables. If the Bidder leaves any price blank, Canada will treat the price as "\$0.00" for evaluation purposes and may request that the Bidder confirm that the price is, in fact, \$0.00. No bidder will be permitted to add or change a price as part of this confirmation. Any bidder who does not confirm that the price for a blank item is \$0.00 will be declared non-responsive.

(e) **Exchange Rate Fluctuation**

- (i) **C3010T (2014-11-27), Exchange Rate Fluctuation Risk Mitigation**

3.4 Section III: Certifications

It is a requirement that bidders submit the certifications and additional information required under Part 5.

3.5 Section VI: Additional Information

(a) **Bidder's Proposed Sites or Premises Requiring Safeguarding Measures**

As indicated in Part 6 under Security Requirements, the Bidder must provide the full addresses of the Bidder's and proposed individuals' sites or premises for which safeguarding measures are required for Work Performance.

Street Number / Street Name, Unit / Suite / Apartment Number
City, Province, Territory / State

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Postal Code / Zip Code

Country

The Company Security Officer must ensure through the **Contract Security Program** that the Bidder and proposal individuals hold a valid security clearance at the required level at contract award, as indicated in Part 6 – Security, Financial and Other Requirements.

Bidders are requested to indicate this information on their Bid Submission Form.

3.6 Section V: Supply Chain Integrity Process

Bidders must submit specific information regarding each component of their proposed Solution's supply chain ("Supply Chain Security Information") as defined in Section 3 of **Annex F, Supply Chain Integrity Process**. The Supply Chain Security Information must be submitted in this Section. The Supply Chain Security Information will be used by Canada to assess whether, in its opinion, a Bidder's proposed supply chain creates the possibility that the Bidder's proposed Solution could compromise or be used to compromise the security integrity of Canada's equipment, firmware software, systems or information in accordance with the Supply Chain Integrity Process as described in **Annex F, Supply Chain Integrity Process**.

PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

4.1 Evaluation Procedures

- (a) Bids will be assessed in accordance with the entire requirement of the bid solicitation including the technical and financial evaluation criteria. Even though the evaluation and selection will be conducted in steps, the fact that Canada has proceeded to a later step does not mean that Canada has conclusively determined that the Bidder has successfully passed all the previous steps. Canada may conduct steps of the evaluation in parallel.
- (b) The evaluation will be conducted in a structured, consistent, unbiased, fair and transparent manner. The objective of the evaluation is a well-supported determination of the Bid providing best value to Canada.
- (c) Bids will be evaluated in accordance with the entire requirements of the bid solicitation including the Technical and Financial requirements. On completion of the bid evaluations, up to 3 of the top ranked responsive Bidders will be considered for the award of a Contract for Step 1 work to develop a prototype Solution and deliverables for a Capability and Usability Assessment (CUA).
- (d) The evaluation teams will be composed of representatives of the Client and PSPC to evaluate and assess the bids and prototypes on behalf of Canada. Canada may hire any independent consultant(s), or use any Government resources to evaluate any bid and assess any Prototypes. Not all members of either evaluation or assessment team will necessarily participate in all aspects of the respective stage evaluation or assessment.
- (e) PWGSC has engaged RFP Solutions Inc. as a fairness monitor for this procurement. The fairness monitor will not be part of the evaluation team, but will observe the evaluation of the bids with respect to Canada's adherence to the evaluation process described in this bid solicitation.

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(f) In addition to any other time periods established in the bid solicitation:

(i) **Requests for Clarifications:** If Canada seeks clarification or verification from the Bidder about its bid, the Bidder will have 2 working days (or a longer period if specified in writing by the Contracting Authority) to provide the necessary information to Canada. Failure to meet this deadline will result in the bid being declared non-responsive.

(ii) **Requests for Further Information:** If Canada requires additional information in order to do any of the following pursuant to the Section entitled "Conduct of Evaluation" in 2003, Standard Instructions - Goods or Services - Competitive Requirements:

- (a) verify any or all information provided by the Bidder in its bid; or
- (b) contact any or all references supplied by the Bidder (e.g., references named in the résumés of individual resources) to verify and validate any information submitted by the Bidder,

the Bidder must provide the information requested by Canada within 2 working days of a request by the Contracting Authority.

(h) **Extension of Time:** If additional time is required by the Bidder, the Contracting Authority may grant an extension in his or her sole discretion.

(i) **Number of Resources Evaluated:** Only a certain number of resources per resource category will be evaluated as part of this bid solicitation as identified in Annex B – Statement of Requirements. Additional resources will only be assessed after contract award once specific tasks are requested of the Contractor. After contract award, the Task Authorization process will be in accordance with Part 7 - Resulting Contract Clauses, the Article titled "Task Authorization". When a Task Authorization Form (TA Form) is issued, the Contractor will be requested to propose a resource to satisfy the specific requirement based on the TA Form's Statement of Work. The proposed resource will then be assessed against the criteria identified in the Contract's Statement of Requirement in accordance with Annex B.

(j) Canada will use the Phased Bid Compliance Process described below

4.2 Phased Bid Compliance Process (PBCP)

4.2.1 (2018-07-19) General

- (a) Canada is conducting the PBCP described below for this requirement.
- (b) Notwithstanding any review by Canada at Phase I or II of the PBCP, Bidders are and will remain solely responsible for the accuracy, consistency and completeness of their Bids and Canada does not undertake, by reason of this review, any obligations or responsibility for identifying any or all errors or omissions in Bids or in responses by a Bidder to any communication from Canada.

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THE BIDDER ACKNOWLEDGES THAT THE REVIEWS IN PHASE I AND II OF THIS PBCP ARE PRELIMINARY AND DO NOT PRECLUDE A FINDING IN PHASE III THAT THE BID IS NON-RESPONSIVE, EVEN FOR MANDATORY REQUIREMENTS WHICH WERE SUBJECT TO REVIEW IN PHASE I OR II AND NOTWITHSTANDING THAT THE BID HAD BEEN FOUND RESPONSIVE IN SUCH EARLIER PHASE. CANADA MAY DEEM A BID TO BE NON-RESPONSIVE TO A MANDATORY REQUIREMENT AT ANY PHASE. THE BIDDER ALSO ACKNOWLEDGES THAT ITS RESPONSE TO A NOTICE OR A COMPLIANCE ASSESSMENT REPORT (CAR) (EACH DEFINED BELOW) IN PHASE I OR II MAY NOT BE SUCCESSFUL IN RENDERING ITS BID RESPONSIVE TO THE MANDATORY REQUIREMENTS THAT ARE THE SUBJECT OF THE NOTICE OR CAR, AND MAY RENDER ITS BID NON-RESPONSIVE TO OTHER MANDATORY REQUIREMENTS.

- (c) Canada may, in its discretion, request and accept at any time from a Bidder and consider as part of the Bid, any information to correct errors or deficiencies in the Bid that are clerical or administrative, such as, without limitation, failure to sign the Bid or any part or to checkmark a box in a form, or other failure of format or form or failure to acknowledge; failure to provide a procurement business number or contact information such as names, addresses and telephone numbers; inadvertent errors in numbers or calculations that do not change the amount the Bidder has specified as the price or of any component thereof that is subject to evaluation. This shall not limit Canada's right to request or accept any information after the bid solicitation closing in circumstances where the bid solicitation expressly provides for this right. The Bidder will have the time period specified in writing by Canada to provide the necessary documentation. Failure to meet this deadline will result in the Bid being declared non-responsive.
- (d) The PBCP does not limit Canada's rights under Standard Acquisition Clauses and Conditions (SACC) 2003 (2020-05-28) Standard Instructions – Goods or Services – Competitive Requirements nor Canada's right to request or accept any information during the solicitation period or after bid solicitation closing in circumstances where the bid solicitation expressly provides for this right, or in the circumstances described in subsection (c).
- (e) Canada will send any Notice or CAR by any method Canada chooses, in its absolute discretion. The Bidder must submit its response by the method stipulated in the Notice or CAR. Responses are deemed to be received by Canada at the date and time they are delivered to Canada by the method and at the address specified in the Notice or CAR. An email response permitted by the Notice or CAR is deemed received by Canada on the date and time it is received in Canada's email inbox at Canada's email address specified in the Notice or CAR. A Notice or CAR sent by Canada to the Bidder at any address provided by the Bidder in or pursuant to the Bid is deemed received by the Bidder on the date it is sent by Canada. Canada is not responsible for late receipt by Canada of a response, however caused.

4.2.2 (2018-03-13) Phase I: Financial Bid

- (a) After the closing date and time of this bid solicitation, Canada will examine the Bid to determine whether it includes a Financial Bid and whether any Financial Bid includes all

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information required by the solicitation. Canada's review in Phase I will be limited to identifying whether any information that is required under the bid solicitation to be included in the Financial Bid is missing from the Financial Bid. This review will not assess whether the Financial Bid meets any standard or is responsive to all solicitation requirements.

- (b) Canada's review in Phase I will be performed by officials of the Department of Public Works and Government Services.
- (c) If Canada determines, in its absolute discretion that there is no Financial Bid or that the Financial Bid is missing all of the information required by the bid solicitation to be included in the Financial Bid, then the Bid will be considered non-responsive and will be given no further consideration.
- (d) For Bids other than those described in c), Canada will send a written notice to the Bidder ("Notice") identifying where the Financial Bid is missing information. A Bidder, whose Financial Bid has been found responsive to the requirements that are reviewed at Phase I, will not receive a Notice. Such Bidders shall not be entitled to submit any additional information in respect of their Financial Bid.
- (e) The Bidders who have been sent a Notice shall have the time period specified in the Notice (the "Remedy Period") to remedy the matters identified in the Notice by providing to Canada, in writing, additional information or clarification in response to the Notice. Responses received after the end of the Remedy Period will not be considered by Canada, except in circumstances and on terms expressly provided for in the Notice.
- (f) In its response to the Notice, the Bidder will be entitled to remedy only that part of its Financial Bid which is identified in the Notice. For instance, where the Notice states that a required line item has been left blank, only the missing information may be added to the Financial Bid, except that, in those instances where the addition of such information will necessarily result in a change to other calculations previously submitted in its Financial Bid, (for example, the calculation to determine a total price), such necessary adjustments shall be identified by the Bidder and only these adjustments shall be made. All submitted information must comply with the requirements of this solicitation.
- (g) Any other changes to the Financial Bid submitted by the Bidder will be considered to be new information and will be disregarded. There will be no change permitted to any other Section of the Bidder's Bid. Information submitted in accordance with the requirements of this solicitation in response to the Notice will replace, in full, **only** that part of the original Financial Bid as is permitted above, and will be used for the remainder of the bid evaluation process.
- (h) Canada will determine whether the Financial Bid is responsive to the requirements reviewed at Phase I, considering such additional information or clarification as may have been provided by the Bidder in accordance with this Section. If the Financial Bid is not found responsive for the requirements reviewed at Phase I to the satisfaction of Canada, then the Bid shall be considered non-responsive and will receive no further consideration.

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- (i) Only Bids found responsive to the requirements reviewed in Phase I to the satisfaction of Canada, will receive a Phase II review.

4.2.3 (2018-03-13) Phase II: Technical Bid

- (a) Canada's review at Phase II will be limited to a review of the Technical Bid to identify any instances where the Bidder has failed to meet any Eligible Mandatory Criterion. This review will not assess whether the Technical Bid meets any standard or is responsive to all solicitation requirements. Eligible Mandatory Criteria are all mandatory technical criteria that are identified in this solicitation as being subject to the PBCP. Mandatory technical criteria that are not identified in the solicitation as being subject to the PBCP, will not be evaluated until Phase III.
- (b) Canada will send a written notice to the Bidder (Compliance Assessment Report or "CAR") identifying any Eligible Mandatory Criteria that the Bid has failed to meet. A Bidder whose Bid has been found responsive to the requirements that are reviewed at Phase II will receive a CAR that states that its Bid has been found responsive to the requirements reviewed at Phase II. Such Bidder shall not be entitled to submit any response to the CAR.
- (c) A Bidder shall have the period specified in the CAR (the "Remedy Period") to remedy the failure to meet any Eligible Mandatory Criterion identified in the CAR by providing to Canada in writing additional or different information or clarification in response to the CAR. Responses received after the end of the Remedy Period will not be considered by Canada, except in circumstances and on terms expressly provided for in the CAR.
- (d) The Bidder's response must address only the Eligible Mandatory Criteria listed in the CAR as not having been achieved, and must include only such information as is necessary to achieve such compliance. Any additional information provided by the Bidder which is not necessary to achieve such compliance will not be considered by Canada, except that, in those instances where such a response to the Eligible Mandatory Criteria specified in the CAR will necessarily result in a consequential change to other parts of the Bid, the Bidder shall identify such additional changes, provided that its response must not include any change to the Financial Bid.
- (e) The Bidder's response to the CAR should identify in each case the Eligible Mandatory Criterion in the CAR to which it is responding, including identifying in the corresponding section of the original Bid, the wording of the proposed change to that section, and the wording and location in the Bid of any other consequential changes that necessarily result from such change. In respect of any such consequential change, the Bidder must include a rationale explaining why such consequential change is a necessary result of the change proposed to meet the Eligible Mandatory Criterion. It is not up to Canada to revise the Bidder's Bid, and failure of the Bidder to do so in accordance with this subparagraph is at the Bidder's own risk. All submitted information must comply with the requirements of this solicitation.

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- (f) Any changes to the Bid submitted by the Bidder other than as permitted in this solicitation, will be considered to be new information and will be disregarded. Information submitted in accordance with the requirements of this solicitation in response to the CAR will replace, in full, **only** that part of the original Bid as is permitted in this Section.
- (g) Additional or different information submitted during Phase II permitted by this section will be considered as included in the Bid, but will be considered by Canada in the evaluation of the Bid at Phase II only for the purpose of determining whether the Bid meets the Eligible Mandatory Criteria. It will not be used at any Phase of the evaluation to increase any score that the original Bid would achieve without the benefit of such additional or different information. For instance, an Eligible Mandatory Criterion that requires a mandatory minimum number of points to achieve compliance will be assessed at Phase II to determine whether such mandatory minimum score would be achieved with such additional or different information submitted by the Bidder in response to the CAR. If so, the Bid will be considered responsive in respect of such Eligible Mandatory Criterion, and the additional or different information submitted by the Bidder shall bind the Bidder as part of its Bid, but the Bidder's original score, which was less than the mandatory minimum for such Eligible Mandatory Criterion, will not change, and it will be that original score that is used to calculate any score for the Bid
- (h) Canada will determine whether the Bid is responsive for the requirements reviewed at Phase II, considering such additional or different information or clarification as may have been provided by the Bidder in accordance with this Section. If the Bid is not found responsive for the requirements reviewed at Phase II to the satisfaction of Canada, then the Bid shall be considered non-responsive and will receive no further consideration.
- (i) Only Bids found responsive to the requirements reviewed in Phase II to the satisfaction of Canada, will receive a Phase III evaluation.

4.2.4 (2018-03-13) Phase III: Final Evaluation of the Bid

- (a) In Phase III, Canada will complete the evaluation of all Bids found responsive to the requirements reviewed at Phase II. Bids will be assessed in accordance with the entire requirement of the bid solicitation including the technical and financial evaluation criteria.
- (b) A Bid is non-responsive and will receive no further consideration if it does not meet all mandatory evaluation criteria of the solicitation.

4.3 Supply Chain Integrity Process

A. Definitions

4.3.1 The following words and expressions used in this Supply Chain Integrity Process have the following meaning:

- (a) **"OEM Name"** means the name of the original equipment manufacturer (OEM) of the product that is being ordered.
- (b) **"OEM DUNS Number"** means the Data Universal Numbering System (DUNS). It is a unique nine-digit number assigned to each physical location of a business. It is a

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worldwide standard and is used to determine the credit score of a company. If the company does not have a DUNS number, or you are unable to find one, please fill out the requested information on "C - Ownership Information". Ownership information consists of the top 5, by percentage, investors and owners of the company. The names provided for investors and owners should be those found in investment or ownership documents for the company in question.

- (c) **Product Name** means the OEM's name for the product.
- (d) **Model Number** means the OEM's model and/or version number of the product.
- (e) **Vulnerability Information** means the information concerning the last 5 security issues that were reported about the product. If the OEM posts this information to the CVE website, list the CVE numbers **separated by semi-colons (;)**. If the OEM does not post this information to the CVE website, you will need to ask the OEM directly for security vulnerability information and provide this information to the Canadian Centre for Cyber Security. If this is the case for a particular product, enter "see attached information" in the relevant field(s)..
- (f) **Supplier Name** means the name of the supplier (i.e. sub-contractors, re-seller, distributor, sub-processors, etc.) of the product that is being ordered. This includes any business entity involved in producing products or services to help complete the bidding requirements.
- (g) **Supplier DUNS Number** is already explained.
- (h) **Supplier URL** means the URL of the supplier's webpage for the product.
- (i) **Ownership** means the top 5, by percentage, owners of the OEM or Supplier. The names provided for owners should be those found in ownership documents for the company in question.
- (j) **Investors** means the top 5, by percentage, investor in the OEM or Supplier. The names provided for owners should be those found in investment documents for the company in question.
- (k) **Executives** means the executives and members of the board of directors for the company in question.
- (l) **Country / Nationality** means the country which an individual listed has their primary nationality or the country in which a corporate entity is registered.
- (m) **Corporate website link** means for each of OEM or Supplier name, Ownership, Investors, and Executives listed above provide a URI / URL to the information that supports the claims listed in each of the fields.
- (n) **Supply Chain Security Information** means any information that Canada requires a Bidder or Contractor to submit to conduct a complete security assessment of the SCSI as a part of the SCSI Assessment process.

B. Mandatory Qualification Submission Requirements

Bidders must submit, with their Response on the RFP closing date, the following SCSI:

IT Product List: Bidders must identify the Products over which Canada's Data would be transmitted and/or on which Canada's Data would be stored, or that would be used and/or installed by the Bidder or any of its subcontractors to perform any part of the Work, together with the following information regarding each Product:

OEM Name;

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OEM DUNS Number;

Product Name;

Model Number;

Vulnerability Information;

Bidders are requested to provide the IT Product information for their proposed Solution **in Form 10 - SCSI Vendor Submission Form**. Bidders are also requested to insert a separate row for each Product. Bidders are requested not to repeat multiple iterations of the same Product (e.g. if the serial number and/or color is the only difference between two products, they are considered the same Product within the confines of the SCI Assessment Process).

Ownership Information: "It is only necessary to fill out entries in ""C- Ownership Information"" if a DUNS number cannot be supplied for the OEM and/or supplier.

Supplier Name

Supplier DUNS Number;

Supplier URL;

Ownership;

Investors;

Executives;

Country / Nationality;

Corporate website link.

C. Assessment of Supply Chain Security Information

1. Canada will assess whether, in its opinion, the Supply Chain Security Information creates the possibility that the Bidder's solution could compromise or be used to compromise the security of Canada's equipment, firmware, software, systems or information.
2. In conducting its assessment:
 - (a) Canada may request from the Bidder any additional information that Canada requires to conduct a complete security assessment of the Supply Chain Security Information. The Bidder will have 2 working days (or a longer period if specified in writing by the Contracting Authority) to provide the necessary information to Canada. Failure to meet this deadline will result in the response being disqualified.
 - (b) Canada may use any government resources or consultants to conduct the assessment and may contact third parties to obtain further information. Canada may use any information, whether it is included in the response or comes from another source, that Canada considers advisable to conduct a comprehensive assessment of the Supply Chain Security Information.

If, in Canada's opinion, any aspect of the Supply Chain Security Information, if used in a solution, creates the possibility that the Bidder's solution could compromise or be used to compromise the security of Canada's equipment, firmware, software, systems or information:

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- (a) Canada will notify the Bidder in writing (sent by email) and identify which aspect(s) of the Supply Chain Security Information is subject to concern(s) or cannot be assessed (for example, proposed future releases of products cannot be assessed). Any further information that Canada might be able to provide to the Bidder regarding its concerns will be determined based on the nature of the concerns. In some situations, for reasons of national security, it may not be possible for Canada to provide further information to the Bidder; therefore, in some circumstances, the Bidder will not know the underlying reasons for Canada's concerns with respect to a product, subcontractor or other aspect of the Bidder's Supply Chain Security Information.
 - (b) The notice will provide the Bidder with one opportunity to submit revised Supply Chain Security Information within the 10 calendar days following the day on which Canada's written notification is sent to the Bidder, (or a longer period specified in writing by the Contracting Authority).
 - (c) If the Bidder submits revised Supply Chain Security Information within the allotted time, Canada will perform a second assessment. If Canada determines that any aspect of the Bidder's revised Supply Chain Security Information could compromise or be used to compromise the security of Canada's equipment, firmware, software, systems or information, no further opportunities to revise the Supply Chain Security Information will be provided and the response will be disqualified.
- 3. By participating in this process, the Bidder acknowledges that the nature of information technology is such that new vulnerabilities, including security vulnerabilities, are constantly being identified. Also, the Bidder acknowledges that Canada's security assessment does not involve the assessment of a proposed solution. As a result:
 - (a) qualification pursuant to this RFP does not constitute an approval that the products or other information included as part of the Supply Chain Security Information will meet the requirements of the subsequent bid solicitation or any resulting contract or other instrument that may be awarded as a result of any subsequent bid solicitation;
 - (b) qualification pursuant to this RFP does not mean that the same or similar Supply Chain Security Information will be assessed in the same way for future requirements;
 - (c) at any time during the subsequent bid solicitation process, Canada may advise a Bidder that some aspect(s) of its Supply Chain Security Information has become the subject of security concerns. At that point, Canada will notify the Respondent and provide the Bidder with an opportunity to revise its Supply Chain Security Information, using the same process described above.
 - (d) during the performance of a subsequent contract, if Canada has concerns regarding certain products, designs or subcontractors originally included in the Supply Chain Security Information, the terms and conditions of that contract will govern the process for addressing those concerns.
- 4. All Bidders will be notified in writing regarding whether or not they have qualified under this RFP to proceed to the next stage of the procurement process.
- 5. Any Bidder that has qualified under this RFP will be required, when responding to any subsequent bid solicitation under this solicitation process, to propose a solution

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consistent with the final version of the Supply Chain Security Information it submitted with its response to this RFP (subject to revision only pursuant to the paragraph below). This is a mandatory requirement of this solicitation process. The proposed solution during any subsequent bid solicitation does not need to contain all the Products within the final Supply Chain Security Information.

6. Once a Bidder has been qualified in response to this RFP, no modifications are permitted to the Supply Chain Security Information except under exceptional circumstances, as determined by Canada. Given that not all the exceptional circumstances can be foreseen, whether changes may be made and the process governing those changes will be determined by Canada on a case-by-case basis.

4.4 Technical Evaluation

(a) Mandatory Technical Criteria:

The Phased Bid Compliance Process (PBCP) will apply to all mandatory technical criteria listed in Annex B – Statement of Requirements.

(b) Point-Rated Technical Criteria:

- (i) Each bid will be rated by assigning a score to the rated requirements, which are identified in the bid solicitation by the word "rated" or by reference to a score. Bidders who fail to submit complete bids with all the information requested by this bid solicitation will be rated accordingly. The point-rated technical criteria are described in Annex B – Statement of Requirements.
- (ii) The point-rated criteria that will be evaluated as part of the bid evaluation are listed in Annex B, Statement of Requirement. Subject to the Phased Bid Compliance Process (PBCP), a bidder must obtain a minimum of 60% of the total score for the proposed Solution business capabilities and a minimum of 60% of the total score for the proposed solution technical capabilities stipulated in Annex B – Solution Requirements.

(c) Reference Checks:

- (i) For reference checks, Canada will conduct the reference check in writing by e-mail. Canada will send all e-mail reference check requests to contacts supplied by all the Bidders within a 72-hour period using the email address provided in the bid. Canada will not award any points and/or a bidder will not meet the mandatory experience requirement (as applicable) unless the response is received within 5 working days of the date that Canada's e-mail was sent.
- (ii) On the third working day after sending out the reference check request, if Canada has not received a response, Canada will notify the Bidder by e-mail, to allow the Bidder to contact its reference directly to ensure that it responds to Canada within 5 working days. If the individual named by a Bidder is unavailable when required during the evaluation period, the Bidder may provide the name and e-mail address of an alternate contact person from the same customer. Bidders will only be provided with this opportunity once for each customer, and only if the originally named individual is unavailable to respond (i.e., the Bidder will not be provided with an opportunity to submit the name of an alternate contact person if the original contact person indicates that he or she is unwilling or unable to respond). The

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Bidder will have 24 hours to submit the name of a new contact. That contact will again be given 5 working days to respond once Canada sends its reference check request.

- (iii) Wherever information provided by a reference differs from the information supplied by the Bidder, the information supplied by the reference will be the information evaluated.
- (iv) Points will not be allocated and/or a bidder will not meet the mandatory experience requirement (as applicable) if (1) the reference customer states he or she is unable or unwilling to provide the information requested, or (2) the customer reference is not a customer of the Bidder itself (for example, the customer cannot be the customer of a subcontractor of the Bidder instead of being a customer of the Bidder itself). Nor will points be allocated or a mandatory met if the customer is itself an affiliate or other entity that does not deal at arm's length with the Bidder.
- (v) Whether or not to conduct reference checks is discretionary. However, if PWGSC chooses to conduct reference checks for any given rated or mandatory requirement, it will check the references for that requirement for all bidders who have not, at that point, been found non-responsive.

(d) Demonstration

- (i) Canada may, but will have no obligation, to require that up to 6 of the top ranked Bidders (identified after the financial evaluation) demonstrate any features, functionality and capabilities described in this bid solicitation or in its bid, in order to verify compliance with the requirements of this bid solicitation. If required, the demonstration must be conducted, at no cost to Canada, at a location agreed to by the Contracting Authority. Canada will provide no fewer than 5 working days of notice before the scheduled date for the demonstration. The demonstration must be conducted during normal business hours, to be determined by the Contracting Authority. Despite the written bid, if Canada determines during a demonstration that the Bidder's proposed solution does not meet the mandatory requirements of this bid solicitation, the bid will be declared non-responsive. Canada may, as a result of a demonstration, reduce the score of the Bidder on any rated requirement, if the demonstration indicates that the score provided to the Bidder on the basis of its written bid is not validated by the demonstration. The Bidder's score will not be increased as a result of any demonstration. If the Bidder's score is reduced by the demonstration, Canada will reassess the ranking of all bidders.

(e) Proof of Proposal Test for Top-Ranked Bids:

- (i) Through the Proof of Proposal (PoP) test, Canada will at their discretion, test the solution proposed for the top three ranked bids (identified after the financial evaluation) to confirm both that it will function as described in the bid and that it meets the technical functionality requirements described in Annex B – Statement of Requirement. The PoP test, if requested by Canada will be made available online.
- (ii) Canada will then conduct the PoP test. Online support should be made available during the PoP test for technical advice and clarification, however, Canada is not required to delay the PoP test if an individual is unavailable.

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- (iii) If Canada elects to perform a PoP test, Canada will document the results of the PoP Test. If Canada determines that the proposed solution does not meet any mandatory requirement of the bid solicitation, the bid will fail the PoP Test and the bid will be disqualified. Canada may, as a result of the PoP test, reduce the score of the Bidder on any rated requirement, if the PoP test indicates that the score provided to the Bidder on the basis of its written bid is not validated by the PoP test. The Bidder's score will not be increased as a result of the PoP test. If the Bidder's score is reduced as a result of the PoP test, Canada will reassess the ranking of all bidders.
- (iv) In connection with the PoP testing, the Bidder grants to Canada a limited license to use the Bidder's proposed software solution for testing and evaluation purposes.
- (v) If the Bidder discovers that there are missing and/or corrupt files for software components identified in the technical bid, the Bidder must cease the installation process and inform the Contracting Authority. If the Contracting Authority determines that the missing and/or corrupt files are for components identified in the technical bid, the Bidder may be permitted to submit to the Contracting Authority the missing files and/or replacements for the corrupt files on electronic media or by referring to a web site where the files can be downloaded. These files must have been commercially released to the public before the bid closing date. Upon receiving the files on electronic media or downloading them from a corporate web site, the Contracting Authority will verify that (i) the files were commercially released to the public before the bid closing date; (ii) the files do not include new releases or versions of the software; (iii) the files belong to software components identified in the technical bid; and (iv) the software will not need to be recompiled to make use of the files. The Contracting Authority will have the sole discretion to decide if the additional files may be installed for the PoP test. Under no circumstances will files required to correct flaws in the software programming or code be permitted. This process can be used only a single time, and only during the initial installation of the software for the PoP test.

4.5 Financial Evaluation

- (a) The financial evaluation will be conducted by calculating the Total Bid Price (TBP) using the Pricing Tables completed by the bidders.

TABLE A – TOTAL BID PRICE (TBP) FOR EVALUATION PURPOSES			
ITEM NO.	DESCRIPTION	FORMULA	TOTAL PRICE (A)
1.	For the delivery of Solution Design Step Deliverables to be provided on an as-and-when requested basis as described in Annex A – Statement of Work and in accordance with the Task Authorization process.	Total from Table 2.1 – A18 and Table 2.2 – N of Annex C	\$
2.	For Solution Implementation Step deliverables to be provided on an as-and-when requested basis as described in Annex A – Statement of Work and in accordance with the Task Authorization process.	Total from Table 3.1 – A12, and Table 3.2 – B	\$

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TABLE A – TOTAL BID PRICE (TBP) FOR EVALUATION PURPOSES			
ITEM NO.	DESCRIPTION	FORMULA	TOTAL PRICE (A)
3.	Perpetually licensed Software for development and quality assurance testing user licenses. This includes perpetually licensed software and a 12-month warranty as detailed in Table 4.1 of Annex C. (if applicable)	Total from Table 4.1 – 2 of Annex C Note: Bidders are required to complete Table 4.1, 4.2, 4.3 and 4.4 for perpetual licenses	\$
4.	Irrevocable option for software maintenance and support services for development and quality assurance licenses that can be purchased at any point during the Contract or any option year as detailed in Table 4.2 of Annex C. (if applicable)	Table 4.2 – 2 of Annex C Note: Bidders are required to complete Table 4.1, 4.2, 4.3 and 4.4 for perpetual licenses	\$
5.	Perpetually Licensed Software for production user licenses during the Design and Implementation Step (Year One) as detailed in Table 4.3 of Annex C. (if applicable)	Table 4.3 – 4 of Annex C Note: Bidders are required to complete Table 4.1, 4.2, 4.3 and 4.4 for perpetual licenses	\$
6.	Irrevocable option for software maintenance and support services for production user licenses as detailed in Table 4.4 of Annex C. (if applicable)	Table 4.4 – 5 of Annex C Note: Bidders are required to complete Table 4.1, 4.2, 4.3 and 4.4 for perpetual licenses	\$
7.	Subscription Licensed Software, software maintenance and support for development and quality assurance testing user licenses. Pricing includes subscription licensed software and a 12-month warranty as detailed in Table 4.5 of Annex C. (if applicable)	Total from Table 4.5 – 2 of Annex C Note: Bidders are required to complete Table 4.5 and Table 4.6 for subscription licenses	\$
8.	Subscription Licensed Software, software maintenance and support, and a 12-month warranty for production user licenses as detailed	Total from Table 4.6 – 5 of Annex C	\$

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TABLE A – TOTAL BID PRICE (TBP) FOR EVALUATION PURPOSES			
ITEM NO.	DESCRIPTION	FORMULA	TOTAL PRICE (A)
	in Table 4.6 of Annex C. (if applicable)	Note: Bidders are required to complete Table 4.5 and Table 4.6 for subscription licenses	
9.	Optional additional software for perpetually licensed software, and a 12-month warranty, which can be purchased as and when required at any point during the contract period as detailed in Table 5.1 of Annex C. (if applicable)	Total from Table 5.1 – 2 of Annex C Note: Bidders are required to complete both Table 5.1 and 5.2 only if offering perpetually licenses	\$ _____
10.	Optional additional perpetually licensed software for production user licenses. This includes software maintenance and support, and a 12-month warranty, which can be purchased as and when required at any point during the contract period as detailed in Table 5.2 of Annex C. (if applicable)	Total from Table 5.2 – 3 of Annex C Note: Bidders are required to complete both Table 5.1 and 5.2 only if offering perpetually licenses	\$ _____
11.	Optional additional Subscription Licensed Software for development and quality assurance testing user licenses. Pricing includes subscription licensed software, software maintenance and support, and a 12-month warranty, which can be purchased as and when required at any point during the contract period as detailed in Table 4.5 of Annex C. (if applicable)	Total from Table 4.5 2A of Annex C Note: Bidders are only required to complete Table 4.5 and 4.6 for subscription licensed software	\$ _____
12.	Optional additional software for production user licenses. Pricing includes subscription licensed software, software maintenance and support, and a 12-month warranty, which can be purchased as and when required at any point during the contract period as detailed in Table 4.6 of Annex C. (if applicable)	Table 4.6 sum of 2A +2B+2C of Annex C Note: Bidders are required to complete Table 4.5 and 4.6 for subscription licensed software	\$ _____

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TABLE A – TOTAL BID PRICE (TBP) FOR EVALUATION PURPOSES			
ITEM NO.	DESCRIPTION	FORMULA	TOTAL PRICE (A)
13.	Entity License for Correctional Service Canada to use the Solution as detailed in Table 6.1 of Annex C.	Total from Table 6.1 – 2 of Annex C	\$ _____
14.	Irrevocable options for Software Maintenance and Support Services – Entity License for perpetual licenses as detailed in Table 6.2 of Annex C. (if applicable)	Total from Table 6.2 – 21 of Annex C Note: Only bidders offering perpetual licenses are required to fill out table 6.2.	\$ _____
15.	For the provision of Professional Services to be provided on an “as and when requested” basis as detailed in Table 8 of Annex C.	Total from Table 8 – 337 of Annex C	\$ _____
Total Bid Price (TBP) – (Sum of Column A):			\$ _____

(i) SACC Manual Clause A0222T (2014-06-26), Evaluation of Price – Canadian /Foreign Bidders

(b) **Formulae in Pricing Tables.** If the pricing tables provided to Bidders in Annex C include any formulae, Canada may re-input the prices provided by Bidders into a fresh table, if Canada believes that the formulae may no longer be functioning properly in the version submitted by a Bidder.

(c) **Substantiation of Professional Services Rates.** In Canada's experience, Bidders will from time to time propose rates at the time of bidding for one or more categories of resources that they later refuse to honour, on the basis that these rates do not allow them to recover their own costs and/or make a profit. When evaluating the rates bid for professional services, Canada may, but will have no obligation to, require price support in accordance with this Article. If Canada requests price support, it will be requested from all otherwise responsive Bidders who have proposed a rate that is at least 20% lower than the median rate bid by all responsive Bidders for the relevant resource category or categories. If Canada requests price support, the Bidder must provide the following information:

(i) an invoice (referencing a contract serial number or other unique contract identifier) that shows that the Bidder has provided and invoiced a customer (with whom the Bidder deals at arm's length) for services performed for that customer similar to the services that would be provided in the relevant resource category, where those services were provided for at least three months within the twelve months before the bid solicitation closing date, and the fees charged were equal to or less than the rate offered to Canada;

(ii) in relation to the invoice in (i), evidence from the Bidder's customer that the services identified in the invoice include at least 50% of the tasks listed in the Statement of Work for the category of resource being assessed for an unreasonably low rate. This evidence must consist of either a copy of

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the contract (which must describe the services to be provided and demonstrate that at least 50% of the tasks to be performed are the same as those to be performed under the Statement of Work in this bid solicitation) or the customer's signed certification that the services subject to the charges in the invoice included at least 50% of the same tasks to be performed under the Statement of Work in this bid solicitation;

(iii) in respect of each contract for which an invoice is submitted as substantiation, a résumé for the resource that provided the services under that contract that demonstrates that, in relation to the resource category for which the rates are being substantiated, the resource would meet the mandatory requirements and achieve any required pass mark for any rated criteria; and

(iv) the name, telephone number and, if available, e-mail address of a contact person at the customer who received each invoice submitted under (i), so that Canada may verify any information provided by the Bidder.

(v) Once Canada requests substantiation of the rates bid for any resource category, it is the sole responsibility of the Bidder to submit information (as described above and as otherwise may be requested by Canada, including information that would allow Canada to verify information with the resource proposed) that will allow Canada to determine whether it can rely, with confidence, on the Bidder's ability to provide the required services at the rates bid. If Canada determines that the information provided by the Bidder does not adequately substantiate the unreasonably low rates, the bid will be declared non-responsive.

(d) **Number of Resource Categories Evaluated:** All resource categories proposed will be evaluated **in alignment with the evaluation criteria** as part of this bid solicitation. Additional resources will only be assessed after Contract award once specific tasks are requested of the Contractor. After Contract award, the Task Authorization process will be in accordance with Part 7 - Resulting Contract Clauses, the Article titled "Task Authorization". When a Task Authorization Form (TA Form) is issued, the Contractor will be requested to propose a resource to satisfy the specific requirement based on the TA Form's Statement of Work.

(e) **Ranking Bids:**

(i) **Highest Combined Rating of Technical merit (70%) and Price (30%) – Evaluation Stage**

Following Canada's evaluation of the technical and financial bids, the top 3 ranked bids will be determined based on the highest responsive combined rating of technical merit and price. 70% weightage will be given to the technical bid and 30% weightage will be given to the financial bid as per the following formula:

Total points received for rated requirements X 70% = Total 1

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Maximum technical rated score possible

$$\frac{\text{Lowest Total Bid Price}}{\text{Total Bid Price of the bid being ranked}} \times 30\% = \text{Total 2}$$

Sum of (Total 1) and (Total 2) = Combined Rating of Technical Merit and Price.

Evaluation Stage Components	Overall Weighting
Technical bid Score	70%
Financial bid Score	30%

- (ii) Top-ranked responsive bids will be determined based on the proposal, which has met all mandatory requirements and offers the Highest Responsive Combined Rating of Technical Merit and Price as calculated above.

4.6 Basis of Selection:

- (a) To be declared responsive, a bid must:
- (i) comply with all the requirements of the bid solicitation;
 - (ii) meet all mandatory technical evaluation criteria; and
 - (iii) obtain the required minimum of 60% scoring for the rated criteria related to the proposed solution business capabilities and 60% scoring for the point rated criteria related to the proposed solution technical capabilities as stipulated in Annex B – Statement of Requirements.
- Subject to the Phased Bid Compliance Process, Bids not meeting i), ii) or iii) will be declared non-responsive.
- (b) Bids will be ranked by score from highest to lowest and up to the 3 top ranked responsive bids will be recommended for award of a Contract. For each of the top 3 ranked compliant bidders, Canada will award a Contract valued at \$100,000 CAD each, applicable taxes extra. The Contractors will be required to perform the Work defined in Step 1 of Annex A Statement of Work and subject to a Capability and Usability Assessment (CUA) conducted by Canada.
- (c) In the event that a Bidder withdraws their bid, or a bid is set aside, Canada may offer the next highest ranked responsive Bidder a Contract.
- (d) In the event of a tie score(s) that impacts the ranking, the responsive Bidder with the highest Technical Score will be recommended for award of a Contract.

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- (e) Bidders should note that all contract awards are subject to Canada's internal approval process, which includes a requirement to approve funding in the amount of any proposed contract. Despite the fact that the Bidder may have been recommended for contract award, a contract will only be awarded if internal approval is granted according to Canada's internal policies. If approval is not granted, no contract will be awarded.

(f) **Capability and Usability Assessment Procedures**

- (i) **Capability and Usability Assessment (CUA):** Based on the results of the Technical and Financial evaluation results, Canada will award Contracts to up to 3 top ranked responsive Bidders for an estimated amount of \$100,000.00 CAD each, applicable taxes excluded. These Contracts will cover a period of 3 years, and will require that each Contractor submit a Prototype Solution and specified deliverables in accordance with Step 1- Prototype Solution of Annex A - Statement of Work for assessment in accordance with the CUA criteria described in Appendix 1 to Annex B – Capability and Usability Assessment (CUA) Requirements.
- (ii) Contractors will be required to submit all contract deliverables for Step 1 Work including a Prototype Solution in the necessary format and by the date specified in the Contract for Canada's assessment against the CUA criteria described in Appendix 1 to Annex B – Capability and Usability Assessment (CUA) Requirements.
- (iii) The Contractor's CUA Prototype Solution will be assessed against point rated CUA criteria. The point rated CUA criteria will be scored and the sum of the scores for each individual category will be calculated in accordance with the assessment criteria and maximum points listed in each category of Appendix 1 to Annex B – Capability and Usability Assessment (CUA) Requirements.
- (iv) The overall assessment score for the CUA will be calculated based on the highest responsive combined rating of technical merit, price and CUA.
- (v) **Basis of Canada's Decision to Exercise the Full Solution Option**

- (a) The top ranked responsive Prototype Solution will be determined based on the highest responsive combined rating of technical merit, price and CUA. 30% weighting will be given to the Technical Evaluation score. 10% weighting will be given to the Financial Evaluation score. 60% weighting will be given to the CUA score, as per the table below:

Assessment	Overall Weightings
Technical Evaluation Score	30%
Financial Evaluation Score	10%
Capability and Usability Assessment Score	60%

- (b) In the event of a tie, the CUA Score will be used to rank the Contractors from highest to lowest score. If there are further ties, the lowest Financial Score will be used to rank the Contractor.

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- (vii) Canada will, at its sole discretion, exercise its irrevocable option to select a Contractor to perform all or a portion of the Work under Step 2 – Solution Design and Step 3 – Solution Implementation of Annex A – Statement of Work for a period of 5 years. Canada may also, at its discretion, exercise its irrevocable option with other Contractors who participated in the CUA for all or a portion of the Work if it is determined that this would best meet the needs of Canada.

PART 5 - CERTIFICATIONS AND ADDITIONAL INFORMATION

Bidders must provide the required certifications and additional information to be awarded a contract.

The certifications provided by Bidders to Canada are subject to verification by Canada at all times. Unless specified otherwise, Canada will declare a bid non-responsive, or will declare a contractor in default if any certification made by the Bidder is found to be untrue, whether made knowingly or unknowingly, during the bid evaluation period or during the contract period.

The Contracting Authority will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply and to cooperate with any request or requirement imposed by the Contracting Authority will render the bid non-responsive or constitute a default under the Contract.

5.1 Certifications Required with Bid

Bidders must submit the following duly completed certifications as part of their bid.

(a) Integrity Provisions - Declaration of Convicted Offences

In accordance with the Integrity Provisions of the Standard Instructions, all Bidders must provide with their bid, if applicable, the Integrity declaration form available on the Forms for the Integrity Regime website (<http://www.tpsgc-pwgsc.gc.ca/ci-if/declaration-eng.html>) to be given further consideration in the procurement process.

5.2 Certifications Precedent to Contract Award and Additional Information

The certifications and additional information listed below should be submitted with the bid, but may be submitted afterwards. If any of these required certifications or additional information is not completed and submitted as requested, the Contracting Authority will inform the Bidder of a time frame within which to provide the information. Failure to provide the certifications or the additional information listed below within the time frame provided will render the bid non-responsive

(a) Supply Chain Integrity Process

- (i) During the RFP process, the Contract period and any resulting Option periods, the Supply Chain Security Authority identified by Canada, may assess the Bidder's Supply Chain Security Information (SCSI) based on its National Security mandate to protect Canada's IT infrastructure as well as to assess threats, risks and vulnerabilities.
- (ii) Canada will assess whether, in its opinion, the Bidder's supply chain creates the possibility that the Bidder's supply chain or proposed solution could compromise or be used to compromise the security integrity of Canada's equipment, firmware,

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software, systems or information, or represents a threat to Canada's National Security, in accordance with Annex F- Supply Chain Integrity Process.

- (iii) It is a condition precedent to any contract award that a Bidder successfully satisfy the Security Authority's Supply Chain Integrity assessment.

(b) IT Assessment

It is a condition precedent to any contract award that a Bidder complete the Canadian Center for Cyber Security (CCCS) IT Assessment program.

(c) Integrity Provisions – Required Documentation

In accordance with the section titled Information to be provided when bidding, contracting or entering into a real procurement agreement of the *Ineligibility and Suspension Policy* (<http://tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html>), the Bidder must provide the required documentation, as applicable, to be given further consideration in the procurement process.

(d) Federal Contractors Program for Employment Equity - Bid Certification

By submitting a bid, the Bidder certifies that the Bidder, and any of the Bidder's members if the Bidder is a Joint Venture, is not named on the Federal Contractors Program (FCP) for employment equity "[FCP Limited Eligibility to Bid](https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html)" list available at the bottom of the page of the Employment and Social Development Canada (ESDC) - Labour's website. (<https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html>).

Canada will have the right to declare a bid non-responsive if the Bidder, or any member of the Bidder if the Bidder is a Joint Venture, appears on the "FCP Limited Eligibility to Bid" list at the time of contract award.

Canada will also have the right to terminate the Contract for default if a Contractor, or any member of the Contractor if the Contractor is a Joint Venture, appears on the "[FCP Limited Eligibility to Bid](#)" list during the period of the Contract.

The Bidder must provide the Contracting Authority with a completed Form titled Federal Contractors Program for Employment Equity - Certification, before contract award. If the Bidder is a Joint Venture, the Bidder must provide the Contracting Authority with a completed annex Federal Contractors Program for Employment Equity - Certification, for each member of the Joint Venture.

(e) Bidder Certifies that All Equipment and Software is "Off-the-Shelf"

Any equipment and software bid to meet this requirement must be "off-the-shelf" (unless otherwise stated in this bid solicitation), meaning that each item of equipment and software is commercially available and requires no further research or development and is part of an existing product line with a field-proven operational history (that is, it has not simply been tested in a laboratory or experimental environment). If any of the equipment or software bid is a fully compatible extension of a field-proven product line, it must have been publicly announced on or before the bid closing date. By submitting a bid, the Bidder is certifying that all the equipment and software bid is off-the-shelf.

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(f) **Software Publisher Certification and Software Publisher Authorization**

- (i) If the Bidder is the Software Publisher for any of the proprietary software products it bids, Canada requires that the Bidder confirm in writing that it is the Software Publisher. Bidders are requested to use the Software Publisher Certification Form included with the bid solicitation. Although all the contents of the Software Publisher Certification Form are required, using the form itself to provide this information is not mandatory. For bidders who use an alternate form, it is in Canada's sole discretion to determine whether all the required information has been provided. Alterations to the statements in the form may result in the bid being declared non-responsive.
- (ii) Any Bidder that is not the Software Publisher of all the proprietary software products proposed in its bid is required to submit proof of the Software Publisher's authorization, which must be signed by the Software Publisher (not the Bidder). No Contract will be awarded to a Bidder who is not the Software Publisher of all of the proprietary software it proposes to supply to Canada, unless proof of this authorization has been provided to Canada. If the proprietary software proposed by the Bidder originates with multiple Software Publishers, authorization is required from each Software Publisher. Bidders are requested to use the Software Publisher Authorization Form included with the bid solicitation. Although all the contents of the Software Publisher Authorization Form are required, using the form itself to provide this information is not mandatory. For Bidders/Software Publishers who use an alternate form, it is in Canada's sole discretion to determine whether all the required information has been provided. Alterations to the statements in the form may result in the bid being declared non-responsive.
- (iii) In this bid solicitation, "Software Publisher" means the owner of the copyright in any software products proposed in the bid, who has the right to license (and authorize others to license/sub-license) its software products.

(g) **COVID-19 vaccination requirement certification**

In accordance with the COVID-19 Vaccination Policy for Supplier Personnel, all Bidders must provide with their bid, the COVID-19 Vaccination Requirement Certification attached to this bid solicitation, to be given further consideration in this procurement process. This Certification incorporated into the bid solicitation on its closing date is incorporated into, and forms a binding part of any resulting Contract.

5.2.1 Additional Certifications Precedent to Contract Award

(a) **Professional Services Resources**

- (i) By submitting a bid, the Bidder certifies that, if it is awarded a contract as a result of the bid solicitation, every individual proposed in its bid will be available to perform the Work as required by Canada's representatives and at the time specified in the bid solicitation or agreed to with Canada's representatives.
- (ii) By submitting a bid, the Bidder certifies that all the information provided in the résumés and supporting material submitted with its bid, particularly the information pertaining to education, achievements, experience and work history, has been verified by the Bidder to be true and accurate. Furthermore, the Bidder warrants

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that every individual proposed by the Bidder for the requirement is capable of performing the Work described in the resulting contract.

- (iii) If the Bidder is unable to provide the services of an individual named in its bid due to the death, sickness, extended leave (including parental leave or disability leave), retirement, resignation or dismissal for cause of that individual, within five business days of Canada's knowledge of the unavailability of the individual the Bidder may propose a substitute to the Contracting Authority, providing:

- (a) the reason for the substitution with substantiating documentation acceptable to the Contracting Authority;
- (b) the name, qualifications and experience of a proposed replacement immediately available for work; and
- (c) proof that the proposed replacement has the required security clearance granted by Canada, if applicable.

No more than one substitute will be considered for any given individual proposed in the bid. In response to the Bidder's proposed substitution, the Contracting Authority may elect in its sole discretion either to:

- (a) set aside the bid and give it no further consideration; or
- (b) evaluate the replacement in accordance with the requirements of the bid solicitation in the place of the original resource as if that replacement had originally been proposed in the bid, with any necessary adjustments being made to the evaluation results, including the rank of the bid vis-à-vis other bids.
- (c) If no substitute is proposed the Contracting Authority will set aside the bid and give it no further consideration.

- (iv) If a Bidder has proposed any individual who is not an employee of the Bidder, by submitting a bid, the Bidder certifies that it has the permission from that individual to propose his/her services in relation to the Work to be performed and to submit his/her résumé to Canada. The Bidder must, upon request from the Contracting Authority, provide a written confirmation, signed by the individual, of the permission given to the Bidder and of his/her availability. Failure to comply with the request may result in the bid being declared non-responsive.

(b) Sole Bid – Price Support

In the event that your bid is the sole bid received, Government Contract Regulations require price support be submitted in conjunction with the offer. Acceptable price support is one or more of the following:

- (i) a current published price list indicating the percentage discount available to Canada; or
- (ii) copies of paid invoices for the like quality and quantity of the goods, services or both sold to other customers; or

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- (iii) a price breakdown showing the cost of direct labour, direct materials, purchased items, engineering and plant overheads, general and administrative overhead, transportation, etc., and profit; or
- (iv) price or rate certifications; or
- (v) any other supporting documentation as requested by Canada.

PART 6 - SECURITY, FINANCIAL AND OTHER REQUIREMENTS

6.1 `Security Requirement

- (a) Before award of a contract, the following conditions must be met:
 - (i) the Bidder must hold a valid organization security clearance as indicated in Part 7 - Resulting Contract Clauses;
 - (ii) the Bidder's proposed individuals requiring access to classified or protected information, assets or sensitive work sites must meet the security requirements as indicated in Part 7 - Resulting Contract Clauses;
 - (iii) the Bidder must provide the name of all individuals who will require access to classified or protected information, assets or sensitive work sites.
 - (iv) the Bidder's proposed location of work performance and document safeguarding must meet the security requirements as indicated in Part 7 - Resulting Contract Clauses;
 - (v) the Bidder must provide the addresses of proposed sites or premises of work performance and document safeguarding as indicated in Part 3 - Section IV, Additional Information.
 - (vi) Bidders are reminded to obtain the required security clearance promptly. Any delay in the award of a contract to allow the successful Bidder to obtain the required clearance will be at the entire discretion of the Contracting Authority.
 - (vii) For additional information on security requirements, Bidders should refer to the Contract Security Program of Public Works and Government Services Canada (<http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html>) website.
 - (viii) In the case of a joint venture bidder, each member of the joint venture must meet the security requirements.

6.2 Financial Capability

- (a) SACC Manual clause A9033T (2012-07-16) Financial Capability applies, except that subsection 3 is deleted and replaced with the following: "If the Bidder is a subsidiary of another company, then any financial information required by the Contracting Authority in 1(a) to (f) must also be provided by each level of parent company, up to and including the ultimate parent company. The financial

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information of a parent company does not satisfy the requirement for the provision of the financial information of the Bidder; however, if the Bidder is a subsidiary of a company and, in the normal course of business, the required financial information is not generated separately for the subsidiary, the financial information of the parent company must be provided. If Canada determines that the Bidder is not financially capable but the parent company is, or if Canada is unable to perform a separate assessment of the Bidder's financial capability because its financial information has been combined with its parent's, Canada may, in its sole discretion, award the contract to the Bidder on the condition that one or more parent companies grant a performance guarantee to Canada."

- (b) In the case of a joint venture bidder, each member of the joint venture must meet the financial capability requirements.

6.3 Insurance Requirements

- (a) SACC Manual clause G1007T (2016-01-28) Insurance Requirements.

PART 7 - RESULTING CONTRACT CLAUSES

The following clauses and conditions apply to and form part of any contract resulting from the bid solicitation.

7.1 Requirement

- (a) The Contractor agrees to supply to the Client the Work, goods and services described in the Contract (including Annex A - Statement of Work) in accordance with and at the prices set out in the Contract. This includes:
- (i) granting the user licenses to use and access the Prototype Solution as described at Step 1 of Annex A – Statement of Work at the price set out at Table 1 of Annex C – Basis of Payment;
 - (ii) hosting the Prototype Solution;
 - (iii) performing any Work required to design or develop features or functionality for the business capabilities for the Prototype Solution;
 - (iv) providing the Software Documentation;
 - (v) providing maintenance and support for the Prototype Solution during the Software Support Period;
- (b) **Client:** Under the Contract, the "Client" is Correctional Service of Canada. However, the Contracting Authority can add additional Clients from time to time, which may include any department or Crown corporation as described in the Financial Administration Act (as amended from time to time), and any other party for which Public Services and Procurement Canada may be authorized to act from time to time under section 16 of the Department of Public Works and Government Services Act.
- (c) **Reorganization of Client:** The Contractor's obligation to perform the Work will not be affected by (and no additional fees will be payable as a result of) the renaming, reorganization,

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reconfiguration, or restructuring of any Client. The reorganization, reconfiguration and restructuring of the Client includes the privatization of the Client, its merger with another entity, or its dissolution, where that dissolution is followed by the creation of another entity or entities with mandates similar to the original Client. In connection with any form of reorganization, Canada may designate another department or government body as the Contracting Authority or Technical Authority, as required to reflect the new roles and responsibilities associated with the reorganization.

(d) **Defined Terms:** Words and expressions defined in the General Conditions or Supplemental General Conditions and used in the Contract have the meanings given to them in the General Conditions or Supplemental General Conditions. Also, the following words and expressions have the following meanings:

- (i) any reference to a "**deliverable**" or "**deliverables**" includes the hardware, the license to use the Licensed Software (the Licensed Software itself is not a deliverable, because the Licensed Software is only being licensed under the Contract, not sold or transferred) and the Leased Hardware;
- (ii) "**Canada's Data**" means any data originating from the Work, any data received in contribution to the Work or that is generated as a result of the delivery of security, configuration, operations, administration and management services, and any data that is transported or stored by the contractor or any subcontractor as a result of performing the Work.

7.2 Optional Goods and/or Services

- (a) The Contractor grants to Canada the irrevocable option to acquire the goods, services or both, in accordance with this Contract. This includes:
 - (i) delivery of the Work as detailed at Step 2 – Solution Design of "Annex A – Statement of Work" and at the prices set out at Annex C – Basis of Payment;
 - (ii) delivery of the Work as detailed at Step 3 - Solution Implementation of "Annex A – Statement of Work" and at the prices set out at Annex C – Basis of Payment;
 - (iii) granting and delivery of the (*perpetual or subscription to be determined at contract award*) licenses to use the full Solution in Canada's protected environment, if applicable;
 - (iv) Configuration of the Licensed Software;
 - (v) providing the irrevocable option to acquire additional User Licenses, as and when requested by Canada, to use the Licensed Software;
 - (vi) providing maintenance and support services for the Licensed Software;
 - (vii) the irrevocable option to acquire an entity licenses, to use the Licensed Software;
 - (viii) the irrevocable option to grant and deliver (*perpetual or subscription to be determined at contract award*) licenses to other Authorized Users at the prices set out at Annex C – Basis of Payment;

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- (ix) providing professional services as and when requested by Canada; to one or more locations to be designated by Canada, excluding any locations in areas subject to any of the Comprehensive Land Claims Agreements; and,
 - (x) the irrevocable option to acquire additional Software Maintenance and Support services for the additional Licensed Software licenses during the Software Support Period.
- (b) The Contracting Authority may exercise the option at any time before the expiry of the Contract by sending a written notice to the Contractor.

7.3 Task Authorization

- (a) **As-and-when-requested Task Authorizations:** The Work or a portion of the Work to be performed under the Contract will be on an "as and when requested basis" using a Task Authorization (TA). The Work described in the TA must be in accordance with the scope of the Contract. The Contractor must not commence work until a validly issued TA has been issued by Canada and received by the Contractor. The Contractor acknowledges that any work performed before such issuance and receipt will be done at the Contractor's own risk.
- (b) Assessment of Resources Proposed at TA Stage: Processes for issuing, responding to and assessing Task Authorizations are further detailed in Appendices 1, and 2 of Annex "F".
- (c) **Form and Content of draft Task Authorization:**
- (i) The Technical Authority will provide the Contractor with a description of the task using the "Task Authorization Form" specified in Annex F.
 - (ii) The draft Task Authorization will contain the details of the activities to be performed, a description of the deliverables, and a schedule indicating completion dates for the major activities or submission dates for the deliverables. The draft TA will also include the applicable basis (bases) and method (methods) of payment as specified in the Contract.
 - (iii) A draft Task Authorization must also contain the following information, if applicable:
 - (a) the contract number;
 - (b) the task number;
 - (c) The date by which the Contractor's response must be received (which will appear in the draft Task Authorization, but not the issued Task Authorization);
 - (d) the categories of resources and the number required;
 - (e) the categories of deliverables;
 - (f) a description of the work for the task outlining the activities to be performed and identifying any deliverables (such as reports);

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- (g) the start and completion dates;
 - (h) milestone dates for deliverables and payments (if applicable);
 - (i) the number of person-days of effort required;
 - (j) whether the work requires on-site activities and the location;
 - (k) the language profile of the resources required;
 - (l) the level of security clearance required of resources;
 - (m) the price payable to the Contractor for performing the task, with an indication of whether it is a firm price or a maximum TA price (and, for maximum price task authorizations, the TA must indicate how the final amount payable will be determined; where the TA does not indicate how the final amount payable will be determined, the amount payable is the amount, up to the maximum, that the Contractor demonstrates was actually worked on the project, by submitting time sheets filled in at the time of the work by the individual resources to support the charges); and
 - (n) any other constraints that might affect the completion of the task.
- (d) **Contractor's Response to Draft Task Authorization:** The Contractor must provide to the Technical Authority, within 2 working days of receiving the draft Task Authorization, the proposed total price for performing the task and a breakdown of that cost, established in accordance with the Basis of Payment specified in the Contract. The Contractor's quotation must be based on the rates set out in the Contract. The Contractor will not be paid for preparing or providing its response or for providing other information required to prepare and validly issue the TA.
- (e) **Task Authorization Limit and Authorities for Validly Issuing Task Authorizations:**

To be validly issued, a TA must include the following signatures:

 - (i) for any TA with a value, inclusive of revisions, of less than or equal to \$25K (including Applicable Taxes), the TA must be signed by:
 - (a) the Technical Authority; and
 - (b) a representative from (To be Determined at Contract Award); and
 - (ii) for any TA with a value greater than this amount, a TA must include the following signatures:
 - (a) the Technical Authority; and
 - (b) a representative from (To be Determined at Contract Award) and
 - (c) the Contracting Authority.

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Any TA that does not bear the appropriate signatures is not validly issued by Canada. Any work performed by the Contractor without receiving a validly issued TA is done at the Contractor's own risk. If the Contractor receives a TA that is not appropriately signed, the Contractor must notify the Contracting Authority. By providing written notice to the Contractor, the Contracting Authority may suspend the Client's ability to issue TAs at any time, or reduce the dollar value threshold described in sub-article (i) above; any suspension or reduction notice is effective upon receipt.

(f) Periodic Usage Reports:

(i) The Contractor must compile and maintain records on its provision of services to the federal government under the Task Authorizations validly issued under the Contract. The Contractor must provide this data to Canada in accordance with the reporting requirements detailed below. If some data is not available, the reason must be indicated. If services are not provided during a given period, the Contractor must still provide a "NIL" report. The data must be submitted on a quarterly basis to the Contracting Authority. From time to time, the Contracting Authority may also require an interim report during a reporting period.

(ii) The quarterly periods are defined as follows:

- (a) 1st quarter: April 1 to June 30;
- (b) 2nd quarter: July 1 to September 30;
- (c) 3rd quarter: October 1 to December 31; and
- (d) 4th quarter: January 1 to March 31.

The data must be submitted to the Contracting Authority no later than 15 calendar days after the end of the reporting period.

(iii) Each report must contain the following information for each validly issued TA (as revised)

- (a) the Task Authorization number and the Task Authorization Revision number(s), if applicable;
- (b) a title or a brief description of each authorized task;
- (c) the name, Category of Personnel and level of each resource involved in performing the TA, as applicable;
- (d) the total estimated cost specified in the validly issued TA of each task, exclusive of Applicable Taxes;
- (e) the total amount, exclusive of Applicable Taxes, expended to date against each authorized task;
- (f) the start and completion date for each authorized task; and
- (g) the active status of each authorized task as applicable (e.g., indicate whether work is in progress or if Canada has cancelled or suspended the TA, etc.).

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- (iv) Each report must also contain the following cumulative information for all the validly issued TAs (as revised):
 - (a) the amount, exclusive of Applicable Taxes, specified in the Contract (as last revised, as applicable) as Canada's total liability to the Contractor for all authorized TAs; and
 - (b) the total amount, exclusive of Applicable Taxes, expended to date against all validly issued tasks.

(g) Refusal of Task Authorizations

The Contractor is not required to submit a response to every draft TA sent to it by Canada. However, in addition to Canada's other rights to terminate the Contract, Canada may immediately, and without further notice, terminate the Contract for default in accordance with the General Conditions if the Contractor in at least three instances has either not responded or has not submitted a valid response when sent a draft TA. A valid response is one that is submitted within the required time period and meets all requirements of the draft TA issued, including proposing the required number of resources who each meet the minimum experience and other requirements of the categories identified in the draft TA at pricing not exceeding the rates set out in Annex C, Basis of Payment. Each time the Contractor does not submit a valid response, the Contractor agrees Canada may at its option decrease the Minimum Contract Value in the clause titled "Minimum Work Guarantee" by 2%. This decrease will be evidenced for administrative purposes only through a contract amendment issued by the Contracting Authority (which does not require the agreement of the Contractor).

(h) Pre-Cleared Resources:

The Contractor must:

- (i) ensure that the specific individuals named in Annex C, Basis of Payment of this Contract or acceptable alternatives remain available in appropriate quantities for work under the Task Authorizations to be issued in accordance with this Contract, and must also ensure that these individuals maintain any professional qualifications and security levels associated with the corresponding resource categories of the bid solicitation for which they are available; and
- (ii) avoid delays associated with the Contract's security requirements by initiating the assessment and security clearance of additional resources by Canada within 30 business days of Contract award and on an ongoing basis during the Contract Period, in the quantities specified for each resource category in the Annex. Each such resource must meet the minimum qualifications applicable to the resource category for which they are available, as well as the security requirements identified in the Contract. If accepted by Canada, the Contract will be amended to list each such resource by name.
- (iii) The resources identified in the Contract must be maintained and available in the quantities specified throughout the Contract Period. There is no limit to the number of resources that the Contractor may submit for consideration and assessment on an ongoing basis; however, the submission of alternatives does not relieve the Contractor from its obligation to provide, for a given task, specific individuals agreed to be provided to Canada in a validly issued TA or elsewhere as required by the terms of this Contract.

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(i) **Consolidation of TAs for Administrative Purposes:**

The Contract may be amended from time to time to reflect all validly issued Task Authorizations to date, to document the Work performed under those TAs for administrative purposes.

7.4 Standard Clauses and Conditions

All clauses and conditions identified in the Contract by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual

<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual/all> issued by Public Services and Procurement Canada.

(a) **General Conditions:**

- (i) 2030 (2020-05-28), General Conditions - Higher Complexity - Goods, apply to and form part of the Contract.

(b) **Supplemental General Conditions**

The following Supplemental General Conditions below are incorporated in the resulting Contract:

- (i) 4003 (2010-08-16), Supplemental General Conditions - Licensed Software;
- (ii) 4004 (2013-04-25), Supplemental General Conditions - Maintenance and Support Services for Licensed Software;

apply to and form the contract.

7.5 Security Requirement

The following security requirements (SRCL and related clauses provided by the Contract Security Program) apply and forms part of the Contract.

(a) **Canadian Supplier**

1. The Contractor/Offoror must, at all times during the performance of the Contract/Standing Offer, hold a valid Designated Organization Screening (DOS), with approved Document Safeguarding at the level of PROTECTED, issued by the Contract Security Program (CSP), Public Works and Government Services Canada (PWGSC).
2. The Contractor/Offoror personnel requiring access to PROTECTED information, assets or site(s) must EACH hold a valid RELIABILITY STATUS, granted or approved by the CSP, PWGSC.
3. The Contractor MUST NOT utilize its Information Technology systems to electronically process, produce or store PROTECTED B information until the CSP, PWGSC has issued written approval. After approval has been granted or approved, these tasks may be performed at the level of PROTECTED B including an IT Link at the level of PROTECTED B.
4. Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of the CSP, PWGSC.

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5. The Contractor/Offeree must comply with the provisions of the:
 - (a) Security Requirements Check List and security guide (if applicable), attached at Annex E;
 - (b) *Contract Security Manual* (Latest Edition)

(b) Foreign Supplier

The Canadian Designated Security Authority (Canadian DSA) is the Industrial Security Sector (ISS), Public Works and Government Services Canada (PWGSC), administered by International Industrial Security Directorate (IISD). The Canadian DSA is the authority for confirming Contractor compliance with the security requirements for foreign suppliers. The following security requirements apply to the foreign recipient Contractor incorporated or authorized to do business in a jurisdiction other than Canada and delivering outside of Canada the services listed and described in the subsequent contract.

1. The Foreign recipient Contractor must be from a country within the North Atlantic Treaty Organization (NATO), the European Union (EU) or from a country with which Canada has an international bilateral security instrument. The Contract Security Program (CSP) has international bilateral security instruments with the countries listed on the following PWGSC website: <http://www.tpsgc-pwgsc.gc.ca/esc-src/international-eng.html>.
2. The Foreign recipient Contractor must, at all times during the performance of the contract, hold an equivalence to a valid Designated Organization Screening (DOS), issued by the Canadian DSA as follows:
 - i. The Foreign recipient Contractor must provide proof that they are incorporated or authorized to do business in their jurisdiction.
 - ii. The Foreign recipient Contractor must not begin the work, services or performance until the Canadian DSA is satisfied that all contract security requirement conditions have been met. Canadian DSA confirmation must be provided, in writing, to the foreign recipient Contractor in an Attestation Form, to provide confirmation of compliance and authorization for services to be performed.
 - iii. The Foreign recipient Contractor must identify an authorized Contract Security Officer (CSO) and an Alternate (ACSO) (if applicable) to be responsible for the overseeing of the security requirements, as defined in the contract. This individual will be appointed by the proponent foreign recipient Contractor's Chief Executive Officer or Designated Key Senior Official, defined as an owner, officer, director, executive, and or partner who occupy a position which would enable them to adversely affect the organization's policies or practices in the performance of the contract.
 - iv. The Foreign recipient Contractor must not grant access to CANADA PROTECTED A or B information/assets, except to its personnel subject to the following conditions:
 - a. Personnel have a need-to-know for the performance of the contract;

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- b. Personnel have been subject to a Criminal Record Check, with favourable results, from a recognized governmental agency or private sector organization in their country as well as a Background Verification, validated by the Canadian DSA.
 - c. The Foreign recipient Contractor must ensure that personnel provide consent to share results of the Criminal Record Check(s) with the Canadian DSA and other Canadian Government Officials, if requested; and
 - d. The Government of Canada reserves the right to deny access to CANADA PROTECTED information/assets to a foreign recipient Contractor for cause.
- 3. CANADA PROTECTED information/assets provided or generated pursuant to this contract must not be further provided to a third party Foreign recipient Subcontractor unless:
 - a. written assurance is obtained from the Canadian DSA to the effect that the third-party Foreign recipient Subcontractor has been approved for access to CANADA PROTECTED information/assets by the Canadian DSA; and b. written consent is obtained from the Canadian DSA, if the third-party Foreign recipient Subcontractor is located in a third country.
- 4. The Foreign recipient Contractor MUST NOT remove CANADA PROTECTED information/assets from the identified work site(s), and the foreign recipient Contractor must ensure that its personnel are made aware of and comply with this restriction.
- 5. The Foreign recipient Contractor must not use the CANADA PROTECTED information/assets for any purpose other than for the performance of the contract/subcontract without the prior written approval of the Government of Canada. This approval must be obtained from the Canadian DSA.
- 6. The Foreign recipient Contractor must, at all times during the performance of the contract/ subcontract hold an equivalence to an approved Document Safeguarding Capability (DSC) at the level of CANADA PROTECTED A or B.

All CANADA PROTECTED information/assets, furnished to the foreign recipient Contractor or produced by the foreign recipient Contractor, must also be safeguarded as follows:

- 7. The Foreign recipient Contractor must immediately report to the Canadian DSA all cases in which it is known or there is reason to suspect that CANADA PROTECTED information/assets pursuant to this contract has been compromised.
- 8. The Foreign recipient Contractor must immediately report to the Canadian DSA all cases in which it is known or there is reason to suspect that CANADA PROTECTED information/assets accessed by the foreign

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recipient Contractor, pursuant to this contract, have been lost or disclosed to unauthorized persons.

9. The Foreign recipient Contractor must not disclose CANADA PROTECTED information/assets to a third party government, person, firm or representative thereof, without the prior written consent of the Government of Canada. Such consent must be sought through the Canadian DSA.
10. The Foreign recipient Contractor must provide the CANADA PROTECTED information/assets a degree of safeguarding no less stringent than that provided by the Government of Canada in accordance with the National Policies, National Security legislation and regulations and as prescribed by the Canadian DSA.
11. Upon completion of the Work, the foreign recipient Contractor must return to the Government of Canada, all CANADA PROTECTED information/assets furnished or produced pursuant to this contract, including all CANADA PROTECTED information/assets released to and/or produced by its subcontractors.
12. The foreign recipient Contractor requiring access to CANADA PROTECTED A or B information/ assets, under this contract, must submit a Request for Site Access to the Chief Security Officer of Correctional Services Canada.
13. The Foreign recipient Contractor MUST NOT utilize its Information Technology (IT) systems to electronically process, produce, or store on a computer system and transfer via an IT link any CANADA PROTECTED A or B information/assets until authorization to do so has been confirmed by the Canadian DSA. See Annex G for security measures required for the treatment and access to CANADA PROTECTED A or B information.
14. In the event that a foreign recipient Contractor is chosen as a supplier for this contract, subsequent country-specific foreign security requirement clauses must be generated and promulgated by the Canadian DSA, and provided to the Contracting Authority, to ensure compliance with the security provisions, as defined by the Canadian DSA, in relation to equivalencies.
15. Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of the Canadian DSA.
16. All Subcontracts awarded to a third party foreign recipient are NOT to be awarded without the prior written permission of the Canadian DSA in order to confirm the security requirements to be imposed on the subcontractors.
17. All Subcontracts awarded by a third party foreign recipient are NOT to be awarded without the prior written permission of the Canadian DSA in order to confirm the security requirements to be imposed on the subcontractors.

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18. The Foreign recipient Contractor must comply with the provisions of the Security Requirements Check List attached at Annex E.
19. Canada has the right to reject any request to electronically access, process, produce, transmit or store CANADA PROTECTED information/assets related to the Work in any other country if there is any reason to be concerned about the security, privacy, or integrity of the information.

(c) **Contractor's Sites or Premises Requiring Safeguarding Measures**

Where safeguarding measures are required in the performance of the Work, the Contractor must diligently maintain up-to-date, the information related to the Contractor's and proposed individuals' sites or premises, for the following addresses:

Street Number / Street Name, Unit / Suite / Apartment Number
City, Province, Territory / State
Postal Code / Zip Code
Country

The Company Security Officer must ensure through the Contract Security Program that the Contractor and individuals hold a valid security clearance at the required level.

7.6 Contract Period

- (a) **Contract Period:** The "**Contract Period**" is the entire period of time during which the Contractor is obliged to perform the Work.
- (b) **Initial Term – Prototype Solution.** This Contract begins on the date the Contract is awarded and ends 3 year(s) later.
- (c) **Additional Options:**
 - (i) **Option to Exercise Step 2 – Solution Design and Step 3 – Solution Implementation:** The Contractor grants to Canada the irrevocable option to authorize the Contractor to perform the Work detailed under Steps 2 and 3 of Annex A – Statement of Work for an additional five year period exercised at any time. The Contractor agrees that it will be paid in accordance with the applicable provisions set out in Annex C – Basis of Payment.
 - (ii) **Option to Extend the Contract Period:**
 - (a) The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to 15 additional one-year period(s) under the same terms and conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions set out in the Basis of Payment.
 - (b) Canada may exercise this option at any time by sending a written notice to the Contractor at least 90 calendar days before the expiry date of the

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Contract. The option may only be exercised by the Contracting Authority, and will be evidenced, for administrative purposes only, through a contract amendment.

- (iii) Option to acquire Professional Services on an as-and-when-requested basis as detailed in Section 10 – Additional Services of Annex A – Statement of Work. The Contractor agrees to be paid in accordance with the rates set out in Annex C – Basis of Payment.

7.7 Authorities

(a) Contracting Authority

The Contracting Authority for the Contract is:

Name: **Christina Martins**
Title: Supply Specialist
Organization: Public Works and Government Services Canada
Acquisitions Branch
Directorate: Applications and Software Procurement Directorate
Address: 10 Rue Wellington, Gatineau, QC K1A 0S5
Telephone: 343-543-8779
E-mail address: christina.martins@tpsgc-pwgsc.gc.ca

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

(b) Technical Authority **(FILLED IN UPON CONTRACT AWARD)**

The Technical Authority for the Contract is:

Name: _____
Title: _____
Organization: _____
Address: _____
Telephone: _____
E-mail address: _____

In this person's absence, the Technical Authority is: **(FILLED IN UPON CONTRACT AWARD)**

Name: _____
Title: _____
Organization: _____
Address: _____
Telephone: _____
E-mail address: _____

The Technical Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Technical Authority; however, the Technical Authority has no authority to authorize

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changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

(c) **Contractor's Representative (BIDDER TO FILL IN)**

Name: _____

Title: _____

Phone: _____

E-mail address: _____

7.8 Proactive Disclosure of Contracts with Former Public Servants

By providing information on its status, with respect to being a former public servant in receipt of a Public Service Superannuation Act (PSSA) pension, the Contractor has agreed that this information will be reported on departmental web sites as part of the published proactive disclosure reports, in accordance with Contracting Policy Notice: 2012-2 of the Treasury Board Secretariat of Canada.

7.9 Payment

(a) **Basis of Payment**

- (i) **Step 1 – Prototype Solution:** For the provision of Work described in Step 1 – Prototype Solution of Annex A – Statement of Work. In consideration of the Contractor satisfactorily completing its obligations under the Contract, the Contractor will be paid an all-inclusive firm lot price in accordance with Table 1 of Annex C – Basis of Payment, in Canadian funds, customs duty included, Goods and Services Tax or Harmonized Sales Tax is extra, if applicable. The all-inclusive firm lot price includes the delivery of a Prototype Solution and specified deliverables. This delivery includes the usage rights, grants and access, training of users, the software documentation, warranty, and maintenance and support, waivers, non-disclosure agreements and other releases to Canada for the purposes of conducting the Capability and Usability Assessment (CUA). The price includes all User Licenses or Accesses or both, as applicable, to use the Prototype Solution for Capability and Usability Assessment purposes during the initial term contract.

(ii) **Optional Step 2 – Solution Design and Step 3 – Solution Implementation**

- (a) **Optional Step 2 – Solution Design:** For the specified deliverables(s) associated with the capability(ies) listed in Annex C – Table 2.1 Solution Design Step Common Deliverables and Table 2.2 – Solution Design Step Deliverables by Capability(ies) in accordance with the Task Authorization process. Canada will pay the Contractor, the firm price(s) set out in Annex C, FOB destination, including all customs duties, Applicable Taxes extra.

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(b) **Optional Step 3 – Solution Implementation:**

For the specified deliverables(s) associated with the capability(ies) listed in:

- (i) Annex C - Table 3.1 – Solution Implementation Step Common Deliverables;
- (ii) Annex C - Table 3.2 – Solution Implementation Step Deliverables by Capability (Part 1); and
- (iii) Annex C - Table 3.3 – Solution Implementation Step Deliverables by Capability (Part 2) – Optional Capabilities

In accordance with the Task Authorization process, Canada will pay the Contractor, the firm price(s) set out in Annex C, FOB destination, including all customs duties, Applicable Taxes extra.

- (iii) **Optional Solution: Licensed Software, Maintenance and Support:** For the license(s) to use the Licensed Software (including integration, configuration, testing, transition and deployment of the Licensed Software and the Software Documentation), in accordance with the Contract, Canada will pay the Contractor, the firm price(s) set out in Annex C, FOB destination, including all customs duties, Applicable Taxes extra. The firm prices include the warranty during the Software Warranty Period (including for any additional licenses purchased during the initial Contract Period.)

- (iv) **Optional Entity Software License:** The Contractor grants to Canada an optional Entity License for the Government of Canada to use the Licensed Software and Maintenance and Support Services (including delivery, Warranty Protection and the Licensed Documentation), for all purposes, in accordance with the Contract. If Canada exercises its option, Canada will pay the Contractor the firm price(s) set out in Pricing Table "6A" of Annex C – Basis of Payment, including all customs duties, applicable taxes extra. It is agreed and understood by both Parties that the prices shown in Annex C - Basis of Payment, Table 6A" - for Entity coverage for the Government of Canada are ceiling prices (see Table "6B" (line item 1) and that any prices paid for the Maintenance and Support Services if acquired during the same Software Support Period must be credited against the price listed in Annex C - Basis of Payment. The price paid for user licenses purchased up to and including the date of purchase of the entity license will also be credited against the cost of the entity license. The price paid to exercise the option to increase the scope of the License to Entity-wide, as described above, will be calculated by taking the cost provided in Annex C – Basis of Payment, Table 6A and subtracting any License costs paid up to and including the date that the option is exercised (as per Table "6A"). The price paid to acquire Maintenance and Support for an Entity License, will be calculated by taking the cost provided in Annex C – Basis of Payment, Table 6B, and subtracting any Maintenance and Support Services costs paid up to and including the date that the option is exercised during the same Software Support Period.

If Canada exercises its option to purchase the Entity License, for the Maintenance and Support Services acquired on a yearly basis for the Entity License, Canada will pay the Contractor, yearly in advance, following submission

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of a valid invoice the firm annual price set out in Table "6B" of Annex C, Basis of Payment, FOB destination, including all customs duties, Applicable Taxes extra.

In order to provide for a common termination date for the Software Maintenance and Support Services, Canada will pay the applicable price for maintenance and support for the entity divided by 12, then multiplied by the number of months or partial months remaining in the Software Support Period (in order to reflect the fact that maintenance and support services will only be provided for those licenses for a partial year).

- (v) **Optional Additional Software Licenses:** For additional licenses for additional Users to use the Licensed Software, if Canada exercises its option, Canada will pay the Contractor the firm price per user set out in Annex C, FOB destination), including all customs duties, Applicable Taxes extra.
- (vi) **Optional Software Maintenance & Support:** If Canada exercises its option to extend the Software Maintenance & Support Period, Canada will pay the Contractor the firm annual price set out in Annex C, FOB destination, including all customs duties, Applicable Taxes extra.
- (vii) **Professional Services provided under a Task Authorization with a Maximum Price:** For professional services requested by Canada, in accordance with a validly issued Task Authorization, Canada will pay the Contractor pursuant to a schedule of payments set out in the Task Authorization, in arrears, up to the Maximum Price for the TA, for actual time worked and any resulting deliverables in accordance with the firm all-inclusive per diem rates set out in Annex C, Basis of Payment, and the Contractor satisfactorily completing its obligations under the Contract, Canada will pay the Contractor the firm price(s) set out in the Task Authorization, applicable Taxes extra in accordance with the firm per diem rates set out in Annex C, Basis of Payment, Applicable Taxes extra.
- (viii) **Professional Services provided under a Task Authorization with a Firm Price:** For professional services requested by Canada, in accordance with a validly issued Task Authorization and the Contractor satisfactorily completing its obligations under the Contract, Canada will pay the Contractor the firm price(s) set out in the Task Authorization, applicable Taxes extra in accordance with the firm per diem rates or firm deliverable prices set out in Annex C, Basis of Payment. Partial days will be prorated based on actual hours worked based on a 7.5-hour workday.
- (ix) **Travel and Living Expenses – National Joint Council Travel Directive:** The Contractor will be reimbursed its authorized travel and living expenses reasonably and properly incurred in the performance of the Work, at cost, without any allowance for profit and/or administrative overhead, in accordance with the meal and private vehicle provided in Appendices B, C and D of the National Joint Council Travel Directive and with the other provisions of the directive referring to "travellers", rather than those referring to "employees". All travel must have the prior authorization of the Technical Authority. All payments are subject to government audit.

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- (x) **Competitive Award:** The Contractor acknowledges that the Contract has been awarded as a result of a competitive process. No additional charges will be allowed to compensate for errors, oversights, misconceptions or underestimates made by the Contractor when bidding for the Contract.
- (xi) **Professional Services Rates:** In Canada's experience, bidders from time to time propose rates at the time of bidding for one or more categories of resources that they later refuse to honour, on the basis that these rates do not allow them to recover their own costs and/or make a profit. This denies Canada of the benefit of the awarded contract. If the Contractor does not respond or refuses to provide an individual with the qualifications described in the Contract within the time described in the Contract (or proposes instead to provide someone from an alternate category at a different rate), whether or not Canada terminates the Contract as a whole or in part or chooses to exercise any of the rights provided to it under the General Conditions, Canada may impose sanctions or take other measures in accordance with the PWGSC Vendor Performance Corrective Measure Policy (or equivalent) then in effect, which measures may include an assessment that results in conditions applied against the Contractor to be fulfilled before doing further business with Canada, or full debarment of the Contractor from bidding on future requirements.
- (xii) **Purpose of Estimates:** All estimated costs contained in the Contract are included solely for the administrative purposes of Canada and do not represent a commitment on the part of Canada to purchase goods or services in these amounts. Any commitment to purchase specific amounts or values of goods or services is described elsewhere in the Contract.
- (xiii) **Limitation of Price:** Canada will not pay the Contractor for any design changes, modifications or interpretations of the Work unless they have been approved, in writing, by the Contracting Authority before their incorporation into the Work.
- (xiv) **Pricing Stability:** The Contractor acknowledges that it is important to Canada to be able to continue to access and/or maintain the products and services detailed in Annex A after the Term of Contract. The Contractor accordingly offers to continue to provide the products and services at reasonable rates and on all of the other terms and conditions set out in this Contract, subject to execution by the parties of a formal contract(s) therefor. For each of the 2 years that follow the Term of Contract, the Contractor hereby offers annual rates that are adjusted by the percentage difference in line with the rates at Annex C – Basis of Payment.

(b) **Limitation of Expenditure - Cumulative Total of all Task Authorizations**

- (i) Canada's total liability to the Contractor under the Contract for all validly issued Task Authorizations (TAs), inclusive of any revisions, must not exceed the amount set out on page 1 of the Contract, less any Applicable Taxes. With respect to the amount set out on page 1 of the Contract, Customs duties and Applicable Taxes are extra.
- (ii) No increase in the total liability of Canada or in the price of the Work, will be authorized or paid to the Contractor unless these design changes, modifications

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or interpretations have been approved, in writing, by the Contracting Authority before their incorporation into the work. The Contractor must not perform any work or provide any service that would result in Canada's total liability being exceeded before obtaining the written approval of the Contracting Authority. The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:

- (a) when it is 75 percent committed, or
- (b) 4 months before the Contract expiry date, or
- (c) as soon as the Contractor considers that the sum is inadequate for the completion of the Work required in all authorized TAs, inclusive of any revisions,

whichever comes first.

- (iii) If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority, a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

(c) **Method of Payment**

(i) **Single Payment – Prototype Solution**

Canada will pay the Contractor the price identified in Table 1 of Annex C – Basis of Payment upon completion and delivery of the Work in accordance with the payment provisions of the Contract if:

- (ii) an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- (iii) all such documents have been verified by Canada;

- (iv) the Work delivered has been accepted by Canada.

(d) **Method of Payment for Task Authorizations with a Firm Price - Lump Sum Payment on Completion:** Canada will pay the Contractor upon completion and delivery of all the Work associated with the validly issued Task Authorization in accordance with the payment provisions of the Contract if:

- (i) an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- (ii) all such documents have been verified by Canada;
- (iii) the Work delivered has been accepted by Canada.

(e) **Method of Payment - Advance Payment**

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Canada will pay the Contractor in advance for the Software Maintenance and Support services if:

- (a) An accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- (b) All such documents have been verified by Canada.
- (c) Payment in advance does not prevent Canada from exercising any or all potential remedies in relation to this payment or any of the Work, if the Work performed later proves to be unacceptable.

(f) **Electronic Payment of Invoices – Contract**

The Contractor accepts to be paid using any of the following Electronic Payment Instrument(s):

- (i) Visa Acquisition Card;
- (ii) MasterCard Acquisition Card;
- (iii) Direct Deposit (Domestic and International);
- (iv) Electronic Data Interchange (EDI);
- (v) Wire Transfer (International Only);
- (vi) Large Value Transfer System (LVTS) (Over \$25M)

(g) **Discretionary Audit**

C0100C (2010-01-11) Discretionary Audit – Commercial Goods and/or Services

(h) **Exchange rate fluctuation adjustment**

C3015C (2017-08-17) Exchange rate fluctuation adjustment

(i) **Payment Credits**

- (i) **Late Delivery:** If the Contractor does not deliver the deliverables or perform the services within the time specified in the Contract, the Contractor must provide a credit to Canada of \$10,000.00 for each calendar day of delay up to a maximum of 10 days, subject to the limitation that the total amount of liquidated damages will not exceed 10% of the price of the Work delivered late.
- (ii) **Credits for Failure to Meet Minimum Service Level:** If the deliverables do not meet the Minimum Service Levels, Canada will be entitled to a credit in the following amount: **FILLED IN UPON CONTRACT AWARD.**
- (iii) **Professional Services:** If the Contractor does not provide a required professional services resource that has all the required qualifications within the time prescribed by the Contract or validly issued Task Authorization, the Contractor must credit to Canada an amount equal to the per diem rate (based on a 7.5-hour workday) of the required resource for each day (or partial day) of delay in providing the resource, up to a maximum of 10 days.

(iv) **Corrective Measures:** If credits are payable under this Article for two consecutive months or for three months in any 12-month period, the Contractor must submit a written action plan describing measures it will implement or actions it will undertake to eliminate the recurrence of the problem. The Contractor will have five working days to deliver the action plan to the Client and the Contracting Authority and 20 working days to rectify the underlying problem.

(v) **Termination for Failure to Meet Service Levels:** In addition to any other rights it has under the Contract, Canada may terminate the Contract for default in accordance with the General Conditions by giving the Contractor three months' written notice of its intent, if any of the following apply:

- (a) the total amount of credits for a given monthly billing cycle reach a level of 10% of the total billing for that month; or
- (b) the corrective measures required of the Contractor described above are not met.

This termination will be effective when the three-month notice period expires, unless Canada determines that the Contractor has implemented the corrective measures to Canada's satisfaction during those three months.

(vi) **Credits Apply during Entire Contract Period:** The Parties agree that the credits apply throughout the Contract Period.

(vii) **Credits represent Liquidated Damages:** The Parties agree that the credits are liquidated damages and represent their best pre-estimate of the loss to Canada in the event of the applicable failure. No credit is intended to be, nor will it be construed as, a penalty.

(viii) **Canada's Right to Obtain Payment:** The Parties agree that these credits are a liquidated debt. To collect the credits, Canada has the right to hold back, draw back, deduct or set off from and against any money Canada owes to the Contractor from time to time.

(ix) **Canada's Rights & Remedies not Limited:** The Parties agree that nothing in this Article limits any other rights or remedies to which Canada is entitled under the Contract (including the right to terminate the Contract for default) or under the law generally.

(x) **Audit Rights:** The Contractor's calculation of credits under the Contract is subject to verification by government audit, at the Contracting Authority's discretion, before or after payment is made to the Contractor. The Contractor must cooperate fully with Canada during the conduct of any audit by providing Canada with access to any records and systems that Canada considers necessary to ensure that all credits have been accurately credited to Canada in the Contractor's invoices. If an audit demonstrates that past invoices contained errors in the calculation of the credits, the Contractor must pay to Canada the amount the audit reveals was required to be credited to Canada, plus interest, from the date Canada remitted the excess payment until the date of the refund (the interest rate is the Bank of Canada's discount annual rate of interest in effect on the date the credit was first owed to Canada, plus 1.25% per year). If, as a result of conducting an audit,

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Canada determines that the Contractor's records or systems for identifying, calculating or recording the credits are inadequate, the Contractor must implement any additional measures required by the Contracting Authority.

7.10 Invoicing Instructions

- (a) The Contractor must submit invoices in accordance with the information required in the General Conditions.
- (b) The Contractor's invoice must include a separate line item for each subparagraph in the Basis of Payment provision.
- (c) By submitting invoices, the Contractor is certifying that the goods and services have been delivered and that all charges are in accordance with the Basis of Payment provision of the Contract, including any charges for work performed by subcontractors. The Contractor must provide the original of each invoice to the Technical Authority. On request, the Contractor must provide a copy of any invoices requested by the Contracting Authority.

7.11 Certifications and Additional Information

Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor in its bid or precedent to contract award and the ongoing cooperation in providing additional information are conditions of the Contract and failure to comply will constitute a default of the Contractor's obligations under the Contract. Certifications are subject to verification by Canada during the entire period of the Contract.

7.12 Federal Contractors Program for Employment Equity - Default by Contractor

The Contractor understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Contractor and Employment and Social Development Canada (ESDC)-Labour, the AIEE must remain valid during the entire period of the Contract. If the AIEE becomes invalid, the name of the Contractor will be added to the "FCP Limited Eligibility to Bid" list. The imposition of such a sanction by ESDC will constitute the Contractor in default as per the terms of the Contract.

7.13 Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

7.14 Priority of Documents

If there is a discrepancy between the wording of any documents that appear on the following list, the wording of the document that first appears on the list has priority over the wording of any document that appears later on the list:

- (a) these Articles of Agreement, including any individual SACC Manual clauses incorporated by reference in these Articles of Agreement;
- (b) the supplemental general conditions, in the following order:
 - (i) 4003;
 - (ii) 4004;

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- (c) general conditions (2030) (2020-05-28), General Conditions - Higher Complexity – Services;
- (d) Annex A – Statement of Work;
- (e) Annex B – Statement of Requirement;
- (f) Annex C – Basis of Payment;
- (g) Annex E – Security Requirements Checklist;
- (h) Annex H – Forms;
- (i) the signed Task Authorizations and any Certifications as required;
- (j) the Contractor's bid dated **(INSERT DATE OF BID UPON CONTRACT AWARD)**, as clarified on **FILLED IN UPON CONTRACT AWARD "or"** as amended on **FILLED IN UPON CONTRACT AWARD**, not including any software publisher license terms and conditions that may be included in the bid, not including any provisions in the bid with respect to limitations on liability, and not including any terms and conditions incorporated by reference (including by way of a web link) in the bid.

7.15 Foreign Nationals (Canadian Contractor)

- (a) SACC Manual clause A2000C (2006-06-16) Foreign Nationals (Canadian Contractor)

Note to Bidders: Either this clause or the one that follows, whichever applies (based on whether the successful Bidder is a Canadian Contractor or Foreign Contractor), will be included in any resulting contract

7.16 Foreign Nationals (Foreign Contractor)

- (a) SACC Manual clause A2001C (2006-06-16) Foreign Nationals (Foreign Contractor)

7.17 Insurance Requirements

- (a) SACC Manual clause G1005C (2016-01-28) Insurance Requirements

7.18 Limitation of Liability - Information Management/Information Technology

- (a) This section applies despite any other provision of the Contract and replaces the section of the general conditions entitled "Liability". Any reference in this section to damages caused by the Contractor also includes damages caused by its employees, as well as its subcontractors, agents, and representatives, and any of their employees. This section applies regardless of whether the claim is based in contract, tort, or another cause of action. The Contractor is not liable to Canada with respect to the performance of or failure to perform the Contract, except as described in this section and in any section of the Contract pre-establishing any liquidated damages. The Contractor is only liable for indirect, special or consequential damages to the extent described in this Article, even if it has been made aware of the potential for those damages.

- (b) **First Party Liability:**

- (i) The Contractor is fully liable for all damages to Canada, including indirect, special or consequential damages, caused by the Contractor's performance or failure to perform the Contract that relate to:

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- (a) any infringement of intellectual property rights to the extent the Contractor breaches the section of the General Conditions entitled "Intellectual Property Infringement and Royalties";
 - (b) physical injury, including death.
- (ii) The Contractor is liable for all direct damages caused by the Contractor's performance or failure to perform the Contract affecting real or tangible personal property owned, possessed, or occupied by Canada.
- (iii) Each of the Parties is liable for all direct damages resulting from its breach of confidentiality under the Contract. Each of the Parties is also liable for all indirect, special or consequential damages in respect of its unauthorized disclosure of the other Party's trade secrets (or trade secrets of a third party provided by one Party to another under the Contract) relating to information technology.
- (iv) The Contractor is liable for all direct damages relating to any encumbrance or claim relating to any portion of the Work for which Canada has made any payment. This does not apply to encumbrances or claims relating to intellectual property rights, which are addressed under (i)(A) above.
- (v) The Contractor is also liable for any other direct damages to Canada caused by the Contractor's performance or failure to perform the Contract that relate to:
 - (a) any breach of the warranty obligations under the Contract, up to the total amount paid by Canada (including any applicable taxes) for the goods and services affected by the breach of warranty; and
 - (b) any other direct damages, including all identifiable direct costs to Canada associated with re-procuring the Work from another party if the Contract is terminated by Canada either in whole or in part for default, up to an aggregate maximum for this subparagraph (B) of the greater of .25 times the total estimated cost (meaning the dollar amount shown on the first page of the Contract in the cell titled "Total Estimated Cost" or shown on each call-up, purchase order or other document used to order goods or services under this instrument), or \$1M.

In any case, the total liability of the Contractor under subparagraph (v) will not exceed the total estimated cost (as defined above) for the Contract or \$1M whichever is more.

- (vi) If Canada's records or data are harmed as a result of the Contractor's negligence or willful act, the Contractor's only liability is, at the Contractor's own expense, to restore Canada's records and data using the most recent back-up kept by Canada. Canada is responsible for maintaining an adequate back-up of its records and data.

(c) Third Party Claims:

Regardless of whether a third party makes its claim against Canada or the Contractor, each Party agrees that it is liable for any damages that it causes to any third party in connection with the Contract as set out in a settlement agreement or as finally determined

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by a court of competent jurisdiction, where the court determines that the Parties are jointly and severally liable or that one Party is solely and directly liable to the third party. The amount of the liability will be the amount set out in the settlement agreement or determined by the court to have been the Party's portion of the damages to the third party. No settlement agreement is binding on a Party unless its authorized representative has approved the agreement in writing.

- (i) If Canada is required, as a result of joint and several liability or joint and solidarily liable, to pay a third party in respect of damages caused by the Contractor, the Contractor must reimburse Canada by the amount finally determined by a court of competent jurisdiction to be the Contractor's portion of the damages to the third party. However, despite Sub-article (i), with respect to special, indirect, and consequential damages of third parties covered by this Section, the Contractor is only liable for reimbursing Canada for the Contractor's portion of those damages that Canada is required by a court to pay to a third party as a result of joint and several liability that relate to the infringement of a third party's intellectual property rights; physical injury of a third party, including death; damages affecting a third party's real or tangible personal property; liens or encumbrances on any portion of the Work; or breach of confidentiality.
- (ii) The Parties are only liable to one another for damages to third parties to the extent described in this Sub-article (c).

7.19 Financial Security

- (a) SACC Manual clause E0008C (2018-06-21) Security Deposit Definition - Contract

7.20 Joint Venture Contractor

- (a) The Contractor confirms that the name of the joint venture is _____ and that it is comprised of the following members: **(FILLED IN UPON CONTRACT AWARD, IF APPLICABLE)**
- (b) With respect to the relationship among the members of the joint venture Contractor, each member agrees, represents and warrants (as applicable) that:
 - (i) **(FILLED IN UPON CONTRACT AWARD, IF APPLICABLE)** has been appointed as the "representative member" of the joint venture Contractor and has full authority to act as agent for each member regarding all matters relating to the Contract;
 - (ii) by giving notice to the representative member, Canada will be considered to have given notice to all the members of the joint venture Contractor; and
 - (iii) all payments made by Canada to the representative member will act as a release by all the members.
- (c) All the members agree that Canada may terminate the Contract in its discretion if there is a dispute among the members that, in Canada's opinion, affects the performance of the Work in any way.

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- (d) All the members are jointly and severally or solidarily liable for the performance of the entire Contract.
- (e) The Contractor acknowledges that any change in the membership of the joint venture (i.e., a change in the number of members or the substitution of another legal entity for an existing member) constitutes an assignment and is subject to the assignment provisions of the General Conditions.
- (f) The Contractor acknowledges that all security and controlled goods requirements in the Contract, if any, apply to each member of the joint venture Contractor.

Note to Bidders: This Article will be deleted if the Bidder awarded the contract is not a joint venture. If the contractor is a joint venture, this clause will be completed with information provided in its bid.

7.21 Licensed Software

- (a) With respect to the provisions of Supplemental General Conditions 4003:

Licensed Software	The Licensed Software, which is defined in 4003, includes all the products offered by the Contractor in its bid, and any other software code required for those products to function in accordance with the Software Documentation and the Specifications, including without limitation all of the following products: (THIS INFORMATION WILL BE COMPLETED AT CONTRACT AWARD USING INFORMATION IN THE CONTRACTOR'S BID)
Type of License being Granted	Perpetual or Subscription User License
Number of Users Licensed	Between 999 and 17,000 or more
Option to Purchase Licenses for Additional Users	The Contractor grants to Canada the irrevocable option to purchase licenses for additional Users at the price set out in Annex C on the same terms and conditions as the initial User licenses granted under the Contract <i>[including for additional Clients within the scope of the Contract]</i> . This option may be exercised at any time during the Contract Period, as many times as Canada chooses. This option may only be exercised by the Contracting Authority by notice in writing and will be evidenced, for administrative purposes only, by a contract amendment.
Language of Licensed Software	The Licensed Software must be delivered in both French and English.

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Media on which Licensed Software must be Delivered	Download
Term of License	FILLED IN ON UPON CONTRACT AWARD, IF APPLICABLE
Software Warranty Period	12 months During the Software WARRANTY Period the Contractor shall meet its warranty obligations at no cost to Canada. The Contractors obligations under the Maintenance and Support Services for Licensed Software of this Contract are in addition to and not in substitute for the Contractors obligations during the Software Warranty Period.
Source Code Escrow	No

- (b) **On-going Maintenance of Software Code:** The Contractor must continue to maintain the version of the Licensed Software (i.e., the version or "build" originally licensed under the Contract) as a commercial product (i.e., the Contractor or the software publisher must be continuing to develop new code in respect of the Licensed Software to maintain its functionality, enhance it, and deal with Software Errors) for the duration of the Contract including all option periods. After that time, if the Contractor or the software publisher decides to discontinue or no longer maintain the then-current version or "build" of the Licensed Software and, instead, decides to provide upgrades to the Licensed Software as part of the Software Support, the Contractor must provide written notice to Canada at least 12 months in advance of the discontinuation

7.22 Licensed Software Maintenance and Support

- (a) For Software Maintenance and Support on additional Software Licenses: In order to provide for a common termination date for the Software Maintenance and Support Services, Canada will pay an amount based on the firm annual price divided by 365 days and then multiplied by the number of days for the common Maintenance termination date (in order to reflect the fact that maintenance and support services will only be provided for those licenses for a partial year). In any subsequent year in which Canada exercises its option to obtain Maintenance, the full amount will apply on the existing Licensed Software;
- (b) With respect to the provisions of Supplemental General Conditions 4004:

Software Support Period	Software Support Period is the Contract Period.
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Software Support Period when Additional Licenses added during Contract Period	For any additional licenses purchased in accordance with the Contract, the Software Support Period currently underway will apply to the additional licenses purchased, so that the Software Support Period ends on the same date for all licences supported under the Contract.
Option to Extend Software Support Period	The Contractor grants to Canada the irrevocable option(s) to extend the Software Support Period by 15 additional 12-month periods, exercisable at any time during the Contract Period. The Contractor agrees that, during the entire Software Support Period, the prices will be those set out in Annex C, Basis of Payment. The option(s) may only be exercised by the Contracting Authority by notice in writing and will be evidenced, for administrative purposes only, by a contract amendment.
Hours for Providing Support Services	The Contractor's personnel must be available from 8 am in Newfoundland to 8 pm pacific, 7 days a week, including all statutory holidays observed by Canada at the site where the service is required.
Contractor must provide On-site Support Services	No
Contractor must provide Swift Action Tactical (SWAT) services	No
Contractor must install Software Error corrections and Maintenance Releases and upgrades	No
Contractor must keep track of software releases for the purpose of configuration control	Yes

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Contact Information for Accessing the Contractor's Support Services	<p>In accordance with Section 5 of 4004, the Contractor will make its Support Services available through the following:</p> <p>Toll-free Telephone Access: _____</p> <p>Toll-free Fax Access: Not required; and</p> <p>Email Access: _____</p> <p>The Contractor must respond to all telephone, or email communications (with a live service agent) within 60 minutes of the initial time of the Client or User's initial communication.</p> <p>Note to Bidders: to be completed with information from the Contractor at the time of award. Bidders are requested to provide this information in their bids.</p>
Website	<p>In accordance with Section 5 of 4004, the Contractor must make Support Services available over the Internet. To do so, the Contractor must include, as a minimum, frequently asked questions and on-line software diagnostic routines and support tools. Despite the Hours for Providing Support Services, the Contractor's website must be available to Canada's users 24 hours a day, 365 days a year, and must be available 99% of the time. The Contractor's website address for web support is (FILLED IN UPON CONTRACT AWARD).</p> <p>Note to Bidders: to be completed with information from the Contractor at the time of award. Bidders are requested to provide this information in their bids</p>
Language of Support Services	<p>The Support Services must be provided in both French and English, based on the choice of the User requesting support.</p>

- (c) **Option to Add Other Clients for Maintenance and Support Only:** The Contractor grants to Canada the option to extend the maintenance and support services for the Licensed Software to other Government of Canada users who are already licensed to use the Licensed Software under another contract, but who require maintenance and support services for that Licensed Software, at the price set out in the Basis of Payment. This option applies to any users within any department or Crown corporation described in the Financial Administration Act, as amended from time to time, or any other party for which the Department of Public Works and Government Services may be authorized to act from time to time under section 16 of the Department of Public Works and Government Services Act. This option may be exercised at any time during the Contract Period, as many times as Canada chooses. This option may only be exercised by the Contracting Authority by notice

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in writing and will be evidenced, for administrative purposes only, by a contract amendment.

7.23 Professional Services - General

- (a) The Contractor must provide professional services relating to the delivery, design, integration, configuration, customization, implementation and deployment of the Licensed Software, as described in the Statement of Work and Statement of Requirement and any resulting Task Authorizations.
- (b) All resources provided by the Contractor must meet the qualifications described in the Contract (including those relating to previous experience, professional designation, education, language proficiency and security clearance) and must be competent to provide the required services by any delivery dates described in the Contract.
- (c) If the Contractor fails to deliver any deliverable (excluding delivery of an individual) or complete any task described in the Contract on time, in addition to any other rights or remedies available to Canada under the Contract or the law, Canada may notify the Contractor of the deficiency, in which case the Contractor must submit a written plan to the Technical Authority within ten working days detailing the actions that the Contractor will undertake to remedy the deficiency. The Contractor must prepare and implement the plan at its own expense.
- (d) In General Conditions 2030, Section 08 titled "Replacement of Specific Individuals" is deleted and the following applies instead:

Replacement of Specific Individuals

- (i) If the Contractor is unable to provide the services of any specific individual identified in the Contract to perform the services, the Contractor must within five working days of the individual's departure or failure to commence Work (or, if Canada has requested the replacement, within ten working days of Canada's notice of the requirement for a replacement) provide to the Contracting Authority:
 - (a) the name, qualifications and experience of a proposed replacement immediately available for Work; and
 - (b) security information on the proposed replacement as specified by Canada, if applicable.

The replacement must have qualifications and experience that meet or exceed the score obtained for the original resource.
- (ii) Subject to an Excusable Delay, where Canada becomes aware that a specific individual identified under the Contract to provide the services has not been provided or is not performing, the Contracting Authority may elect to:
 - (a) exercise Canada's rights or remedies under the Contract or at law, including terminating the Contract in whole or in part for default under the Section titled "Default of the Contractor", or

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- (b) assess the information provided under (c) (i) above or, if it has not yet been provided, require the Contractor propose a replacement to be rated by the Technical Authority. The replacement must have qualifications and experience that meet or exceed those obtained for the original resource and be acceptable to Canada. Upon assessment of the replacement, Canada may accept the replacement, exercise the rights in (ii) (A) above, or require another replacement in accordance with this subarticle (c).

Where an Excusable Delay applies, Canada may require (c) (ii) (B) above Instead of terminating under the Excusable Delay Section. An Excusable Delay does not include resource unavailability due to allocation of the resource to another Contract or project (including those for the Crown) being performed by the Contractor or any of its affiliates.

- (iii) The Contractor must not, in any event, allow performance of the Work by unauthorized replacement persons. The Contracting Authority may order that an original or replacement resource stop performing the Work. In such a case, the Contractor must immediately comply with the order. The fact that the Contracting Authority does not order that a resource stop performing the Work does not relieve the Contractor from its responsibility to meet the requirements of the Contract.

- (iv) The obligations in this article apply despite any changes that Canada may have made to the Client's operating environment.

7.24 Safeguarding Electronic Media

- (a) Before using them on Canada's equipment or sending them to Canada, the Contractor must use a regularly updated product to scan electronically all electronic media used to perform the Work for computer viruses and other coding intended to cause malfunctions. The Contractor must notify Canada if any electronic media used for the Work are found to contain computer viruses or other coding intended to cause malfunctions.
- (b) If magnetically recorded information or documentation is damaged or lost while in the Contractor's care or at any time before it is delivered to Canada in accordance with the Contract, including accidental erasure, the Contractor must immediately replace it at its own expense.

7.25 Representations and Warranties

The Contractor made statements regarding its and its proposed resources experience and expertise in its bid that resulted in the award of the Contract and the issuance of TA's. The Contractor represents and warrants that all those statements are true and acknowledges that Canada relied on those statements in awarding the Contract and adding work to it through TA's. The Contractor also represents and warrants that it has, and all its resources and subcontractors that perform the Work have, and at all times during the Contract Period they will have, the skills, qualifications, expertise and experience necessary to perform and manage the Work in accordance with the Contract, and that the Contractor (and any resources or subcontractors it uses) has previously performed similar services for other customers.

7.26 Access to Canada's Property and Facilities

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Canada's property, facilities, equipment, documentation, and personnel are not automatically available to the Contractor. If the Contractor would like access to any of these, it is responsible for making a request to the Technical Authority. Unless expressly stated in the Contract, Canada has no obligation to provide any of these to the Contractor. If Canada chooses, in its discretion, to make its property, facilities, equipment, documentation or personnel available to the Contractor to perform the Work, Canada may require an adjustment to the Basis of Payment and additional security requirements may apply.

7.27 Implementation

Implementation of Professional Services: If similar professional services are currently being provided by another supplier or by Canada's own personnel, the Contractor is responsible for ensuring that the transition to the professional services it provides under the Contract is completed in a way that does not disrupt Canada's operations or users, and does not result in any interim degradation to the timeliness or quality of service. The Contractor is solely responsible for any additional training required by its resources to perform the Work, and time spent by resources on that training or becoming familiar with the Client's environment must not be charged to Canada. The transition will be considered complete once the Contractor has demonstrated, to the satisfaction of the Technical Authority, that it is ready and able to carry out the Work. All costs associated with establishing itself to provide the professional services are the responsibility of the Contractor.

7.28 Transition Services at End of Contract Period

The Contractor agrees that, in the period leading up to the end of the Contract Period, it will make all reasonable efforts to assist Canada in the transition from the Contract to a new contract with another supplier. The Contractor agrees that there will be no charge for these services.

7.29 Performance Guarantee

It is a condition of the Contract that the Contractor provides to Canada an unconditional and irrevocable guarantee of the performance and fulfillment of each and every obligation of the Contractor under the Contract. This guarantee must be in a form that will be provided at contract award) and be executed under seal (if required by Canada) by **FILLED IN UPON CONTRACT AWARD, IF APPLICABLE**. If the Contractor does not deliver the fully executed guarantee within 10 working days of the Contract being awarded, Canada may immediately terminate the Contract for default and will have no liability to the Contractor for any of the Work performed before that termination. Obtaining and delivering the signed guarantee within the time required is the sole responsibility of the Contractor.

Note to Bidders: This article will only be included if Canada determines that a performance guarantee (for example, from a parent company) is required in connection with an evaluation of the Bidder's financial capability. The name of the guarantor will be completed at the time of contract award

7.30 Identification Protocol Responsibilities

The Contractor will be responsible for ensuring that each of its agents, representatives or subcontractors (hereinafter referred to as Contractor Representatives) complies with the following self-identification requirements:

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- (a) Contractor Representatives who attend a Government of Canada meeting (whether internal or external to Canada's offices) must identify themselves as Contractor Representatives prior to the commencement of the meeting, to ensure that each meeting participant is aware of the fact that the individual is not an employee of the Government of Canada;
- (b) During the performance of any Work at a Government of Canada site, each Contractor Representative must be clearly identified at all times as being a Contractor Representative; and
- (c) If a Contractor Representative requires the use of the Government of Canada's e-mail system in the performance of the Work, then the individual must clearly identify him or herself as an agent or subcontractor of the Contractor in all electronic mail in the signature block as well as under "Properties." This identification protocol must also be used in all other correspondence, communication, and documentation.
- (d) If Canada determines that the Contractor is in breach of any obligation stated in this Article, upon written notice from Canada the Contractor must submit a written action plan describing corrective measures it will implement to eliminate the recurrence of the problem. The Contractor will have five working days to deliver the action plan to the Client and the Contracting Authority, and twenty working days to rectify the underlying problem.
- (e) In addition to any other rights it has under the Contract, Canada may terminate the Contract for default if the corrective measures required of the Contractor described above are not met.

7.31 On-going Supply Chain Integrity Process

- (a) **Supply Chain Integrity Process:** The Parties acknowledge that a Supply Chain Integrity Process assessment was a key component of the procurement process that resulted in the award of this Contract. In connection with that assessment process, Canada assessed the Contractor's Supply Chain Security Information (SCSI) without identifying any security concerns. The following SCSI was submitted:

- (i) an IT Product List; and
- (ii) Ownership Information.

This SCSI is included as Annex G – Supply Chain Integrity Process. The Parties also acknowledge that security is a critical consideration for Canada with respect to this Contract and that on-going assessment of SCSI will be required throughout the Contract Period. This Article governs that process.

- (b) **Assessment of New SCSI:** During the Contract Period, the Contractor may need to modify the SCSI information contained in Annex G. In that regard:
 - (i) The Contractor, starting at contract award, must revise its SCSI at least once a month to show all changes made, as well as all deletions and additions to the SCSI that affect the services under the Contract (including Products deployed by its subcontractors) during that period; the list must be marked to show the changes made during the applicable period. If no changes have been made during the reporting month, the

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Contractor must advise the Contracting Authority in writing that the existing list is unchanged. Changes made to the IT Product List must be accompanied with revised Network Diagram(s) when applicable.

- (ii) The Contractor agrees that, during the Contract Period, it will periodically (at least once a year) provide the Contracting Authority with updates regarding upcoming new Products that it anticipates deploying in the Work (for example, as it develops its "technology roadmap" or similar plans). This will allow Canada to assess those Products in advance so that any security concerns can be identified prior to the Products being deployed in connection with the services being delivered under the Contract. Canada will endeavour to assess proposed new Products within 30 calendar days, although lengthier lists of Products may take additional time.
 - (iii) Canada reserves the right to conduct a complete, independent security assessment of all new SCSIs. The Contractor must, if requested by the Contracting Authority, provide any information that Canada requires to perform its assessment.
 - (iv) Canada may use any government resources or consultants to conduct the assessment and may contact third parties to obtain further information. Canada may use any information, whether it is provided by the Contractor or comes from another source, that Canada considers advisable to conduct a comprehensive assessment of any proposed new SCSIs.
- (c) **Identification of New Security Vulnerabilities in SCSIs already assessed by Canada:**
- (i) The Contractor must provide to Canada timely information about any vulnerabilities of which it becomes aware in performing the Work, including any weakness, or design deficiency, identified in any Product used to deliver services that would allow an unauthorized individual to compromise the integrity, confidentiality, access controls, availability, consistency or audit mechanism of the system or the data and applications it hosts.
 - (ii) The Contractor acknowledges that the nature of information technology is such that new vulnerabilities, including security vulnerabilities, are constantly being identified and, that being the case, new security vulnerabilities may be identified in SCSIs that have already been the subject of an SCSIs assessment and assessed without security concerns by Canada, either during the procurement process or later during the Contract Period.
- (d) **Addressing Security Concerns:**
- (i) If Canada notifies the Contractor of security concerns regarding a Product that has not yet been deployed, the Contractor agrees not to deploy it in connection with this Contract without the consent of the Contracting Authority.
 - (ii) At any time during the Contract Period, if Canada notifies the Contractor that, in Canada's opinion, there is a Product that is being used in the Contractor's solution (including use by a subcontractor) that has been assessed as having the potential to compromise or be used to compromise the security of Canada's equipment, firmware, software, systems or information, then the Contractor must:

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- (a) provide Canada with any further information requested by the Contracting Authority so that Canada may perform a complete assessment;
- (b) if requested by the Contracting Authority, propose a mitigation plan (including a schedule), within 10 business days, such as migration to an alternative Product. The Contracting Authority will notify the Contractor in writing if Canada approves the mitigation plan, or will otherwise provide comments about concerns or deficiencies with the mitigation plan; and
- (c) implement the mitigation plan approved by Canada.
- (d) This process applies both to new Products and to Products that were already assessed pursuant to the Supply Chain Integrity Process assessment by Canada, but for which new security vulnerabilities have since been identified.
- (e) Despite the previous Sub-article, if Canada determines in its discretion that the identified security concern represents a threat to national security that is both serious and imminent, the Contracting Authority may require that the Contractor immediately cease deploying the identified Product(s) in the Work. For Products that have already been deployed, the Contractor must identify and/or remove (as required by the Contracting Authority) the Product(s) from the Work according to a schedule determined by Canada. However, prior to making a final determination in this regard, Canada will provide the Contractor with the opportunity to make representations within 48 hours of receiving notice from the Contracting Authority. The Contractor may propose, for example, mitigation measures for Canada's consideration. Canada will then make a final determination.

2.

Cost Implications:

- (a) Any cost implications related to a demand by Canada to cease deploying or to remove a particular Product or Products will be considered and negotiated in good faith by the Parties on a case-by-case basis and may be the subject of a Contract Amendment. However, despite any such negotiations, the Contractor must cease deploying and/or remove the Product(s) as required by Canada. The negotiations will then continue separately. The Parties agree that, at a minimum, the following factors will be considered in their negotiations, as applicable:
 - (i) with respect to Products already assessed without security concerns by Canada pursuant to an SCSi assessment, evidence from the Contractor of how long it has owned the Product;
 - (ii) with respect to new Products, whether or not the Contractor was reasonably able to provide advance notice to Canada regarding the use of the new Product in connection with the Work;
 - (iii) evidence from the Contractor of how much it paid for the Product, together with any amount that the Contractor has pre-paid or committed to pay with respect to maintenance and support of that Product;

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- (iv) the normal useful life of the Product;
 - (v) any “end of life” or other announcements from the manufacturer of the Product indicating that the Product is or will no longer be supported;
 - (vi) the normal useful life of the proposed replacement Product;
 - (vii) the time remaining in the Contract Period;
 - (viii) whether or not the existing Product or the replacement Product is or will be used exclusively for Canada or whether the Product is also used to provide services to other customers of the Contractor or its subcontractors;
 - (ix) whether or not the Product being replaced can be redeployed to other customers;
 - (x) any training required for Contractor personnel with respect to the installation, configuration and maintenance of the replacement Products, provided the Contractor can demonstrate that its personnel would not otherwise require that training;
 - (xi) any developments costs required for the Contractor to integrate the replacement Products into the Service Portal, operations, administration and management systems, if the replacement Products are Products not otherwise deployed anywhere in connection with the Work; and
 - (xii) the impact of the change on Canada, including the number and type of resources required and the time involved in the migration.
- (b) Additionally, if requested by the Contracting Authority, the Contractor must submit a detailed cost breakdown, once any work to address a security concern identified under this Article has been completed. The cost breakdown must contain an itemized list of all applicable cost elements related to the work required by the Contracting Authority and must be signed and certified as accurate by the Contractor’s most senior financial officer, unless stated otherwise in writing by the Contracting Authority. Canada must consider the supporting information to be sufficiently detailed for each cost element to allow for a complete audit. In no case will any reimbursement of any expenses of the Contractor (or any of its subcontractors) exceed the demonstrated out-of-pocket expenses directly attributable to Canada’s requirement to cease deploying or to remove a particular Product or Products.
- (c) Despite the other provisions of this Article, if the Contractor or any of its subcontractors deploys new Products that Canada has already indicated to the Contractor are the subject of security concerns in the context of the Work, Canada may require that the Contractor or any of its subcontractors immediately cease deploying or remove that Product. In such cases, any costs associated with complying with Canada’s requirement will be borne by the Contractor and/or subcontractor, as

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negotiated between them. Canada will not be responsible for any such costs.

3.

General:

- (i) The process described in this Article may apply to a single Product, to a set of Products, or to all Products manufactured or distributed by a particular supplier.
- (ii) The process described in this Article also applies to subcontractors. With respect to cost implications, Canada acknowledges that the cost considerations with respect to concerns about subcontractors (as opposed to Products) may be different and may include factors such as the availability of other subcontractors to complete the work.
- (iii) Any service levels that are not met due to a transition to a new Product or subcontractor required by Canada pursuant to this Article will not trigger a Service Credit, nor will a failure in this regard be taken into consideration for overall metric calculations, provided that the Contractor implements the necessary changes in accordance with the migration plan approved by Canada or proceeds immediately to implement Canada's requirements if Canada has determined that the threat to national security is both serious and imminent.
- (iv) If the Contractor becomes aware that any subcontractor is deploying Products subject to security concerns in relation to the Work, the Contractor must immediately notify both the Contracting Authority and the Technical Authority and the Contractor must enforce the terms of its contract with its subcontractor. The Contractor acknowledges its obligations pursuant to General Conditions 2035, Subsection 8(3).
- (v) Any determination made by Canada will constitute a decision with respect to a specific Product or subcontractor and its proposed use under this Contract, and does not mean that the same Product or subcontractor would necessarily be assessed in the same way if proposed to be used for another purpose or in another context.

4.

Subcontracting

- (i) Despite the General Conditions, none of the Work may be subcontracted (even to an affiliate of the Contractor) unless the Contracting Authority has first consented in writing. In order to seek the Contracting Authority's consent, the Contractor must provide the following information:
 - (a) the name of the subcontractor;
 - (b) the portion of the Work to be performed by the subcontractor;
 - (c) the Designated Organization Screening or the Facility Security Clearance (FSC) level of the subcontractor;
 - (d) the date of birth, the full name and the security clearance status of individuals employed by the subcontractor who will require access to Canada's facilities;
 - (e) completed sub-SRCL signed by the Contractor's Company Security Officer for CISC completion; and

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- (f) any other information required by the Contracting Authority.
- (ii) For the purposes of this Article, a “subcontractor” does not include a supplier who deals with the Contractor at arm's length whose only role is to provide telecommunications or other equipment or software that will be used by the Contractor to provide services, including if the equipment will be installed in the backbone or infrastructure of the Contractor.

5. Change of Control

- (a) At any time during the Contract Period, if requested by the Contracting Authority, the Contractor must provide to Canada:
 - (i) an organization chart for the Contractor showing all related corporations and partnerships; for the purposes of this Sub-article, a corporation or partnership will be considered related to another entity if:
 - (a) they are “related persons” or “affiliated persons” according to the Canada *Income Tax Act*;
 - (b) the entities have now or in the two years before the request for the information *had a fiduciary* relationship with one another (either as a result of an agency arrangement or any other form of fiduciary relationship); or
 - (c) the entities otherwise do not deal with one another at arm's length, or *each of them does not deal at arm's length* with the same third party.
 - (ii) a list of all the Contractor's shareholders; if the Contractor is a subsidiary, this information must be provided for each parent corporation or parent partnership, up to the ultimate owner; with respect to any publicly traded corporation, Canada anticipates that the circumstances in which it would require a complete list of shareholders would be unusual and that any request from Canada for a list of a publicly traded corporation's shareholders would normally be limited to a list of those shareholders who hold at least 1% of the voting shares;
 - (i) a list of all the Contractor's directors and officers, together with each individual's home address, date of birth, birthplace and citizenship(s); if the Contractor is a subsidiary, this information must be provided for each parent corporation or parent partnership, up to the ultimate owner; and
 - (ii) any other information related to ownership and control that may be requested by Canada.

If requested by the Contracting Authority, the Contractor must provide this information regarding its subcontractors as well. However, if a subcontractor considers this information to be confidential, the Contractor may meet its obligation by having the subcontractor submit the information directly to the Contracting Authority. Regardless of whether the information is submitted by the Contractor or a

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subcontractor, Canada agrees to handle this information in accordance with Subsection 22(3) of General Conditions 2035 (General Conditions – Higher Complexity – Services), provided the information has been marked as either confidential or proprietary.

- (b) The Contractor must notify the Contracting Authority in writing of:
- (i) any change of control in the Contractor itself;
 - (ii) any change of control in any parent corporation or parent partnership of the Contractor, up to the ultimate owner; and
 - (iii) any change of control in any subcontractor performing any part of the Work (including any change of control in any parent corporation or parent partnership of the subcontractor, up to the ultimate owner).

The Contractor must provide this notice by no later than 10 FGWDs after any change of control takes place (or, in the case of a subcontractor, within 15 FGWDs after any change of control takes place). Where possible, Canada requests that the Contractor provide advance notice of any proposed change of control transaction.

- (c) In this Article, a “change of control” includes but is not limited to a direct or indirect change in the effective control of the corporation or partnership, whether resulting from a sale, encumbrance, or other disposition of the shares (or any form of partnership units) by any other means. In the case of a joint venture Contractor or subcontractor, this applies to a change of control of any of the joint venture’s corporate or partnership members. In the case of a Contractor or subcontractor that is a partnership or limited partnership, this requirement also applies to any corporation or limited partnership that is a partner.

- (d) If Canada determines in its sole discretion that a change of control affecting the Contractor (either in the Contractor itself or any of its parents, up to the ultimate owner) may be injurious to national security, Canada may terminate the Contract on a “no-fault” basis by providing notice to the Contractor within 90 days of receiving the notice from the Contractor regarding the change of control. Canada will not be required to provide its reasons for terminating the Contract in relation to the change of control, if Canada determines in its discretion that the disclosure of those reasons could itself be injurious to national security.

- (e) If Canada determines in its sole discretion that a change of control affecting a subcontractor (either in the subcontractor itself or any of its parents, up to the ultimate owner) may be injurious to national security, Canada will notify the Contractor in writing of its determination. Canada will not be required to provide the reasons for its determination, if Canada determines in its discretion that the disclosure of those reasons could itself be injurious to national security. The Contractor must, within 90 days of receiving Canada’s determination, arrange for another subcontractor, acceptable to Canada, to perform the portion of the Work being performed by the existing subcontractor (or the Contractor must perform this portion of the Work itself). If the Contractor fails to do so within this time period, Canada will be entitled to terminate the Contract on a “no-fault” basis by providing notice to the Contractor within 180 days

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of receiving the original notice from the Contractor regarding the change of control.

- (f) In this Article, termination on a “no-fault” basis means that neither party will be liable to the other in connection with the change of control or the resulting termination, and Canada will only be responsible for paying for those services received up to the effective date of the termination.
- (g) Despite the foregoing, Canada’s right to terminate on a “no-fault” basis will not apply to circumstances in which there is an internal reorganization that does not affect the ownership of the ultimate parent corporation or parent partnership of the Contractor or subcontractor, as the case may be; that is, Canada does not have a right to terminate the Contract pursuant to this Article where the Contractor or subcontractor continues, at all times, to be controlled, directly or indirectly, by the same ultimate owner. However, in any such case, the notice requirements of this Article still apply.

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Annex A - Statement of Work

Offender Management System Modernization

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1. INTRODUCTION

The Correctional Service of Canada (CSC) launched the Offender Management System (OMS) Modernization project to replace, modernize and transform the systems and processes used to manage offenders in its care.

This Statement of Work is focused on the requirements, tasks, and deliverables to be satisfied based on a modern, commercial-off-the-shelf (COTS) product. CSC's future vision is for a hybrid architecture that involves a combination of the COTS product, custom modules to satisfy unique CSC or Canadian requirements, and existing custom developed applications. CSC may, at its sole discretion, engage a system integrator or other third-party resources to assist with any aspect of the overall OMS Modernization project.

This Statement of Work sets forth the description of the business and technical capabilities CSC anticipates will be needed in order to implement, maintain and operate an Offender Management System (the "Solution"). This Statement of Work has been designed to support the procurement of a Solution that leverages industry experience and best practices.

The Statement of Work encompasses the following areas of work:

Step 1: Prototype – Successful Contractors will be asked to complete a set of deliverables and Prototype of the solution to demonstrate how the Solution addresses key business and technical capabilities. In addition to the delivery of a functioning prototype supporting up to 200 users, the Contractor will be responsible for the development of a preliminary Solution fit/gap assessment, a Solution architecture document, a functional specification for one business capability, a comprehensive project plan, and a release strategy.

Step 2: Solution Design – During Solution Design, the Contractor will be responsible for expanding upon and finalizing the deliverables started during the Prototype as well as completing the design deliverables for the remaining capabilities. CSC has identified 19 business capabilities that must be enabled to support modern offender management. Each capability represents a unique combination of business processes, tools and resources that are aligned to serve specific business needs. Business needs aligned to the 19 business capabilities are identified as requirements in Appendix 4 – Solution Requirements. A solution to requirements associated with each of the 19 capabilities may be procured in whole, or as component parts. CSC will finalize the capabilities to be implemented in Step 3 based on the output of the Solution Design step. In addition, CSC has identified a suite of technical capabilities that the Solution must support.

Step 3: Solution Implementation – The Contractor will be responsible to implement the Solution for the procured capabilities during project implementation. Responsibilities include the planning,

analysis, design, configuration, development, testing, deployment, transition, and knowledge transfer activities of the supporting technologies needed to successfully implement each procured capability. CSC is seeking a solution that it can configure and manage with internal staff, but with the option to access Contractor support as needed.

Although there are a few activities that will only be completed once during the project, the majority of the work for Steps 1 – 3 above will be completed iteratively for a single or small group of capabilities at a time.

Step 4: On-going Maintenance and Support Services - Once Solution Implementation is complete, the Contractor will be responsible for managing, supporting, and potentially operating, the Solution on a Service Level Agreement (SLA) basis. Since CSC anticipates that the Solution will be used for several years following Implementation, the Contractor's service must include ongoing support and upgrades to the Solution, and should also include management, operations and support of all aspects of the Solution. CSC will determine whether or not to accept the Contractor's support proposal or to support the Solution internally. CSC reserves the right to do the support work internally.

Throughout these Steps, the Contractor will provide **Project Management Services** - The Contractor will provide services to, and work collaboratively with, the CSC project team, internal and external stakeholders, and third-party contractors such as a systems integrator on the overall project management of the Solution, including strategic innovation, development of the Solution's target operating model, management of the integrated work plan, outcome planning and management, strategic planning and oversight of future phases of the project.

In addition, the Contractor may be asked to provide **Optional Additional Services**. Additional services related to the planning, analysis, design, development, deployment and training activities not already covered in the above work streams but within the identified scope of the overall project, may be required. CSC may also initiate a subsequent procurement process for any and all work related to the future phases of the project at its sole discretion.

2. BACKGROUND

2.1 The Correctional Service of Canada (CSC)

The CSC is a federal government agency within the Public Safety portfolio, which also includes the Royal Canadian Mounted Police (RCMP), the Parole Board of Canada (PBC), the Canada Border Services Agency (CBSA), and the Canadian Security Intelligence Service (CSIS). CSC is responsible for administering court-imposed sentences of adult offender of two years or more, including supervising offenders under conditional release in the community. Federal correctional institutions are grouped into

five regions (Atlantic, Quebec, Ontario, Prairies and Pacific) and managed by a regional office (Regional Headquarters - RHQ), which reports to the National Headquarters (NHQ).

CSC is responsible nationally for the management of 43 institutions (6 maximum security, 9 medium security, 5 minimum security, 12 multilevel security, and 11 clustered institutions), 92 parole offices and sub-parole offices, and 14 community correctional centres. CSC is also responsible for managing four healing lodges (included in the 43 institutions) and works in partnership with Indigenous communities to support the reintegration of Indigenous offenders. CSC has five regional treatment centres across Canada to care for offenders with serious mental health conditions.

CSC also has non-government partner agencies. These agencies run approximately 200 community residential facilities across the country. They provide housing, 24-hour supervision, counseling, and programming to offenders who have been released under supervision.

2.2 CSC Priorities

To manage a changing offender profile and to contribute to public safety, CSC is focused on the following strategic priorities:

- Safety and security of the public, victims, staff and offenders in our institutions and in the community;
- Effective and timely interventions in addressing mental health needs of offenders ;
- Effective, culturally appropriate interventions and reintegration support for First Nations, Métis and Inuit offenders;
- Safe management of eligible offenders during their transition from the institution to the community, and while on supervision;
- Productive relationships with diverse partners, stakeholders, victims' organizations, and others involved in public safety; and
- Efficient and effective management practices that reflect values-based leadership in a changing environment.

2.3 Offender Management System (OMS)

OMS is CSC's current suite of mission critical systems used to manage offenders under its care and ensure their reintegration into society while ensuring the safety of Canadians. Besides being utilized directly by its partner, the Parole Board of Canada, CSC also uses OMS to share offender information electronically with other stakeholders such as Canadian Police Information Centre (CPIC), Passport Canada, and InfoPol. OMS holds information about approximately 225,000 past and current offenders. As of March 2021, CSC had approximately 27,000 OMS user accounts which included 18,000 active users. CSC estimates that the number of concurrent users peaks at approximately 2500-3000 nationally.

CSC is seeking a modernized OMS to succeed its current suite of offender management applications. The Solution must leverage software subscriptions, products and technologies to transform key business capabilities and to modernize CSC’s correctional business processes and its suite of mission critical systems.

The Solution must have the flexibility and capability to meet current and future business functions and integrate with other components to create a single digital environment and consistent user experience.

2.4 Current Solution Landscape

CSC’s current OMS is comprised of a suite of applications, each supporting different business capabilities. The existing applications have evolved over the past 20 years to integrate a number of key business functions through a set of discrete extensions and improvements. Development of those improvements has been driven, however, by a need to respond to urgent emerging business needs and requirements rather than a strategic, long-term view that considers the evolving legal and policy context, the evolving information technology landscape, and the evolving needs and demands of key stakeholders in offender management. Further, investments in improvements to OMS have been modest, and the design of the system has lagged behind important developments in the information technology industry, such as loose coupling of components, the evolution of information and case management tools and practices, shifts to cloud based computing, and the evolution of business intelligence and predictive analytics to support better decision making.

CSC’s OMS applications are hosted in five regionally distributed legacy data centres operated by Shared Services Canada (SSC). CSC’s OMS server environment consists of a wide array of Intel and HP Alpha based Servers (both single and clustered) running Windows and Unix Operating systems. SSC is responsible for providing engineering, technical and administrative support for these servers, support devices, disk subsystem and attached storage. CSC also has a disaster recovery site for the OMS suite of applications managed by SSC.

The Offender Management System – Migrated (OMSM) was custom developed by CSC in 2003 and is based on a legacy Microsoft Visual Basic 6 (VB6) platform. The OMSM databases are distributed into six regionalized nodes located in the five regional legacy data centres. Data originates in the regions and is then replicated to the central OMS hub via Oracle Streams for consolidation and internal and external data sharing.

The Offender Management System – Renewal (OMSR) was developed as an enhancement to OMSM. The OMSR Offender Personal Property Module was developed with JAVA thick client, but all other OMSR modules use web-based JAVA with different web-service communication protocols including Simple Object Access Protocol (SOAP) and representational state transfer (REST) on a centralized and consolidated Oracle Database.

The Victims Application Module (VAM) is a Microsoft Dynamics CRM application with a SQLServer database. It has links to the Victims Portal, which is an ASP.NET application, also with a SQLServer database. Events managed through OMSM, such as offender movement or upcoming eligibility for parole consideration may trigger notifications or other communication through VAM.

Most recently, CSC has developed a series of loosely-coupled client modules, using Angular scripting on Node JS and Express with a MongoDB document database (MongoDB, Express, Angular, Node or MEAN development stack), to deliver specific offender management capabilities. These existing modules have been developed to be cloud-native and are currently being migrated to CSC's Protected B cloud tenancy in the Government of Canada cloud environment.

Additional details on the current OMS suite of applications is provided in Appendix 3 – Technical Landscape.

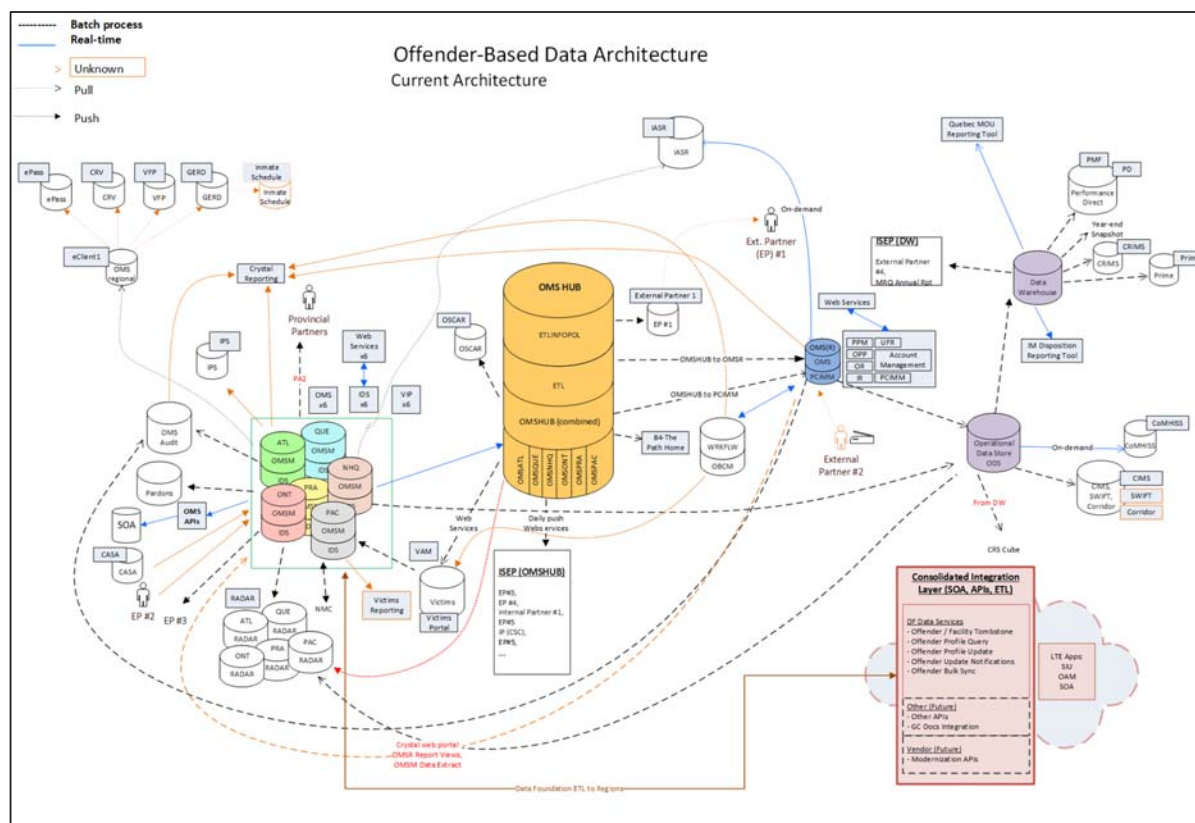


Figure 1: Current Offender-based Data Architecture

3. PROJECT OBJECTIVE, PRINCIPLES AND BUSINESS OUTCOMES

3.1 Objective

CSC's objective for the OMS Modernization project is to transform current business processes and replace its existing OMS to improve efficiency, effectiveness and flexibility.

3.2 Guiding Principles

The project scope, approach, and desired outcomes are based on the following principles:

Transform business capabilities and processes within current legislative boundaries – OMS Modernization represents an opportunity to transform business capabilities and related business processes. CSC and the Contractor must optimize business processes, and also must challenge the status quo, identify transformational opportunities, and identify business process re-engineering where appropriate to deliver additional value to CSC. Given the time and complexity associated with legislative changes, OMS Modernization will remain within the existing legislative boundaries, but will consider future changes to policies, directives, business processes or procedures that support project outcomes.

Deliver a modern architecture and platform – The Project must deliver a flexible and adaptable technology environment to replace CSC's aging OMS suite of applications. By leveraging modern architectures and integration techniques as well as emerging technologies, the Solution will enable innovation and provide flexibility to accommodate future technical and functional requirements.

Improve data management and analysis – The existing OMS suite of applications capture a great deal of data about an offender; however, much of this is unstructured data captured as document images, freeform text or pictures making it difficult to apply business intelligence or data analytics tools for evidence-based decision making. The Solution should improve CSC's ability to use data it is collecting to gain business insights and adapt its practices based on the findings.

Enable flexibility and agility in adapting to change – The Solution should be able to adapt to change and to accommodate requests for change from CSC in a timely manner. Changes may be driven by changes in legislation, policy or business processes, or through the adoption of new or emerging technologies. To the extent possible, the Solution should be driven by configuration rather than customization. CSC anticipates that the types of changes likely to occur within the life of the contract would include:

- Implementation of new legislative or policy requirements impacting the Solution or associated business processes;

- Solution integration with new technology components provided by CSC, federal and provincial/territorial criminal justice partners or third party service providers;

- Implementation of new information sharing and/or electronic data exchanges with new or existing partners (federal departments, provinces/territories, municipalities or partners outside of government);

Implementation of new or updated business processes that impact the Solution; and

Integration of the Solution with new or updated IT systems or devices.

Continuous improvement – The Contractor must evolve and improve the Solution through regular updates to the Solution, and must adopt a continuous improvement approach that adapts to change throughout the lifecycle of the project. The Contractor must identify and implement continuous improvement opportunities once agreed upon and approved through the appropriate governance forums.

3.3 Intended Business Outcomes

By modernizing its OMS and the business processes that the system supports, CSC is targeting the following three outcomes:

- (a) **Increased efficiency** in the delivery of offender management services;
- (b) **Improved effectiveness** in processing and managing offenders; and
- (c) **Enhanced flexibility** to meet evolving legislative needs and the demands of stakeholders.

(a) Increased efficiency

A modernized OMS will enable all staff that use the current OMS, or its data, to be more efficient in their roles, and to focus more time on managing and interacting with offenders rather than administrative duties. This implies reducing the amount of time and administrative steps required to enter offender information into the system and reducing the duplication of processes and/or data entry into multiple systems and documents. A modern solution would also enable better management and scheduling of offender interventions to ensure preparation for earliest potential release, streamline and simplify correctional planning, and automate critical offender case management business processes and workflows, for example, by applying business rules to processing steps to automate follow-ups, or by enabling hands-off management of reminders and next steps.

(b) Improved effectiveness

A modernized OMS system will enhance the quality and quantity of the business processes associated with offender management leading to improved effectiveness. For example, the existing system does not currently enable new processes or workflows to be quickly or easily implemented, tested, and reviewed, even though CSC has conducted business process analysis and can optimize to ensure program integrity, leading to improved effectiveness. Shifts in effectiveness of areas such as assessing and tracking offender risk could improve release decision making and drive earlier offender reintegration efforts.

To improve effectiveness, in addition to process improvements and enabling staff to spend less time on administrative tasks, CSC needs to increase the accuracy of information about offenders, and improve

referrals and shift schedules for effective, risk-based offender interventions. Such information will increase CSC's overall consistency in offender case management, while improving CSC's ability to reintroduce offenders into society, through better informed considerations of performance, risk and cost that also consider sentencing.

(c) Enhanced flexibility

The modernized OMS Solution will also enhance flexibility in addressing the needs of changing legislation and the demands of partners and stakeholders for information sharing. By improving system agility and responsiveness to changes in legislation and policy or emerging business needs, CSC will improve its ability to be efficient, enhance effectiveness and address the evolving information needs of partners, stakeholders and Canadians. A flexible end state architecture for data services that enables the exchange of the right data will ensure that OMS provides the right information, to the right people, at the right time. It will provide consistent reporting on operational details to internal staff, Parliament, and Canadians.

3.4 Enabling Change and Transformation

CSC requires a flexible, efficient, modern Solution and business processes for each of the business capabilities described in Section 5.1 Business Capability Scope. The degree of change and transformation for each business capability will vary across a spectrum from modernizing to reimagining the way work is done:

- **Modernize** – Effectively, efficiently and flexibly design and deliver modern, streamlined offender management business capabilities and technology components required to realize CSC's long-term vision and deliver the desired benefits and outcomes;
- **Redesign** – Define, develop and implement expanded capabilities and technologies, to support more effective delivery of business processes where the opportunity exists for significant change;
- **Reimagine** – Identify, evaluate and implement new capabilities and technologies to reimagine the business of corrections and
- **Continuous Improvement** – Build in and enable continuous innovation and improvement in a manner that can adapt to new and emerging trends in technology and corrections.

CSC will modernize all business capabilities, some may be redesigned and a select few may be reimaged to maximize the business outcomes of implementing the Solution. Work on any in-scope business capabilities should enable flexibility to support CSC's ability to continuously improve. The list of business capabilities included in the project scope is provided in Section 5.1 Business Capability Scope.

4. PROJECT GOVERNANCE

The OMS Modernization initiative’s governance structure will help set strategic direction, make decisions, assess risks, and resolve issues. The Contractor’s plans, schedules and activities must account for, and work within, the project’s governance structure. When requested by CSC, the Contractor must provide updates, recommendations and advice to any level within the project governance structure. The project governance and execution structure is depicted in Figure 2: CSC Senior Executive Governance Bodies. The OMS Modernization initiative will be subject to technology governance by the Government of Canada Enterprise Architecture Review Board, and four CSC technology governing bodies.

4.1 Treasury Board of Canada Secretariat Oversight

OMS Modernization is subject to Treasury Board of Canada Secretariat (TBS) oversight because of the size and complexity of the project. The oversight executives participate in project governance meetings in an effort to improve conditions for project success as well as to prepare material needed to brief the Treasury Board committee of ministers on the status of the project.

4.2 Government of Canada Enterprise Architecture Review Board

The Government of Canada Enterprise Architecture Review Board (GC EARB) has been established to further the “whole of government as one enterprise” vision. It is integrated into the larger Government of Canada Information Management / Information Technology (IM/IT) governance structure and looks at alignment of initiatives with the GC IM/IT vision and direction. The OMS Modernization initiative will be subject to periodic review and assessment by GC EARB during the Design and Implementation Steps.

4.3 CSC Project Governance

The OMS Modernization project is also subject to CSC project governance processes. The CSC executive governance bodies are as follows:

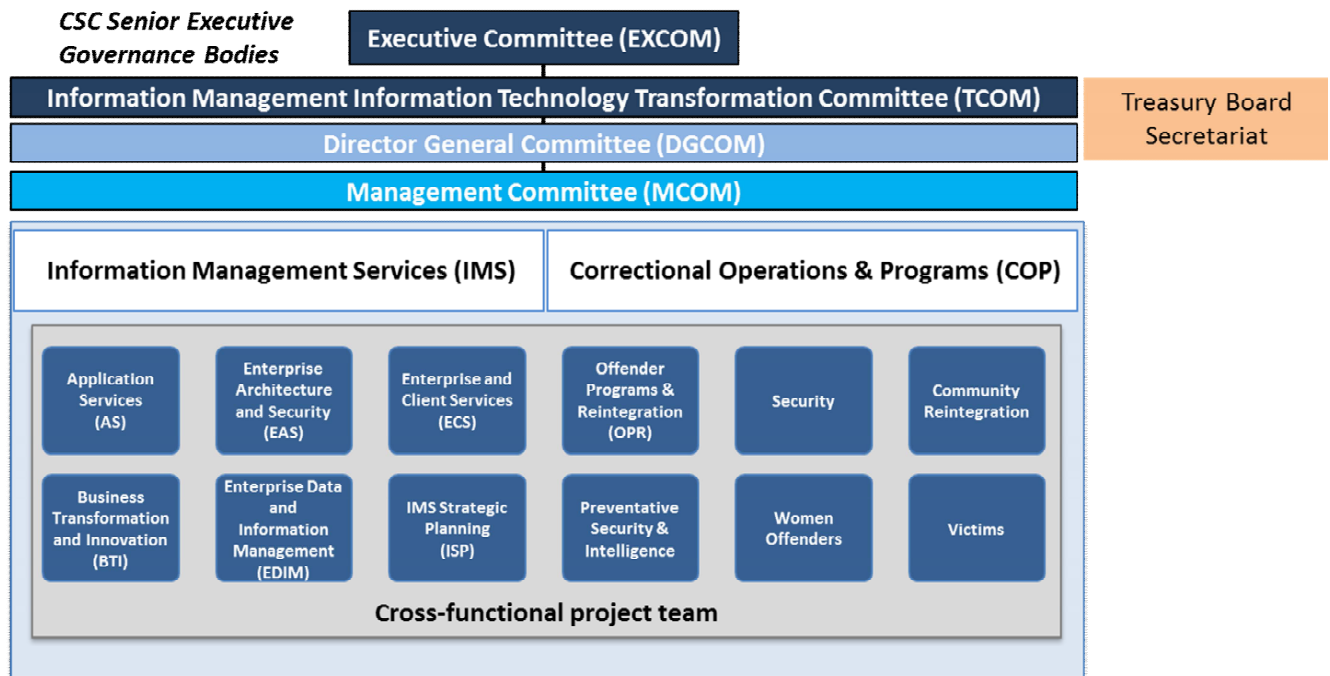


Figure 2: CSC Senior Executive Governance Bodies

The Executive Committee (EXCOM) is chaired by the Commissioner, and is CSC's senior decision-making body. The committee members are senior executives from across CSC. EXCOM reviews all operational and policy items that require strategic discussion. They make all strategic/operational policy decisions that are to be implemented across CSC.

Co-Chaired by the Senior Deputy Commissioner (SDC) and the Assistant Commissioner, Corporate Services (ACCS), the CSC Information Management/Information Technology Transformation Committee (TCOM) is the organization's senior governance and decision-making body focusing on the IM/IT Domain. The TCOM reports and is accountable to the Commissioner's Executive Committee (EXCOM).

Chaired by the Chief Information Officer (CIO), the CSC Information Management Information Technology Director General Committee (DGC) is a Director General-level governance and decision-making body for the IM/IT Domain. The IM/IT DGC reports and is accountable to TCOM. Additionally, the DGC is the Enterprise Architecture Review Board for CSC.

Chaired by the CIO, the CSC Information Management Information Technology Management Committee (MCOM) is a governance and decision-making body dedicated specifically to the management of the IMS Branch as well as the development, delivery and support of IM/IT products and services provided by IMS.

In addition to the executive level governance bodies, OMS Modernization must also follow the processes and controls for managing projects in accordance with Treasury Board policy. CSC's Office of Project Management (OPM) ensures that the appropriate systems, processes and controls for managing projects are in place to support the achievement of project and program outcomes while limiting risks to stakeholders.

Similarly, the Project Architecture Review & Costing Committee (PARCC) ensures that projects are working within the standards of CSC Enterprise Architecture and costing is aligned with IMS methodologies, processes, and investment planning.

5. PROJECT SCOPE AND METHODOLOGY

Please refer to Appendix 1 – Business Capability Descriptions for the list of business capabilities that are in scope of the OMS Modernization initiative and Appendix 2 – Technical Capability Descriptions for the list of technical capabilities. Refer to Appendix 4 – Solution Requirements for the inventory of high-level business and technical requirements.

5.1 Business Capability Scope

CSC has developed a business capability model linked to core outcomes for OMS Modernization and aligned to all business process domains that must be addressed by the OMS. Each business capability is associated with a detailed set of business processes and sub-processes, some of which represent potential improvements to how business can be delivered. For each business capability, CSC has identified business requirements to support the configuration and implementation of the Solution.

The following table lists the business capabilities that constitute the functional scope for the project:

Business Capability	Description
1. Enabling Capabilities	➤ Enabling capabilities are common, general business capabilities that form the foundation upon which the individual business capabilities are built. The Enabling capabilities include areas such as workflow, document management, forms, help and tutorials, and information management.
2. Profile Management	➤ Profile management includes all background information that CSC is legislatively required to collect on offenders from sentencing through to criminal

Business Capability	Description
	<p>sentence end date. The majority of this information is gathered at intake, when an offender is first sentenced federally and authorized into federal custody. The information gathered at that time is critical to later offender management and processing. For example, it supports sentencing and assessments, which in turn are critical to placements, accommodations and case planning.</p>
3. Case Documentation	<p>➤ Case documentation includes any documentation associated with the offender's file. Case documentation informs the development of structured information and is used to populate the offender's profile, to support sentencing, and to support case planning, releases, and transfers. For example, documentation to support sentencing includes court orders, sentencing transcripts, warrants of committal, PBC decisions, departmentally issued warrants, and internationally issued documentation (where applicable). Case documentation must be associated with the offender's case file, and made available to allow staff to validate and verify structured data, and to provide a basis for improved accountability and transparency. Documentation can improve insights into an offender's behaviour, and to support any assessments, or structured progress monitoring.</p>
4. Sentence Management	<p>➤ Sentence management includes collecting, analyzing and researching information to structure, amend and maintain the sentence timeline to ensure every offender's admission to, or release from, CSC is in accordance with Canadian law. This includes the ability to review and analyze court-imposed sentences and other related information such as long-term supervision orders, prohibition orders, sex offender registry orders,</p>

Business Capability	Description
	extradition, and deportation. Sentence data can be entered, and used in a sentence calculator to resolve complex sentence management challenges.
5. Assessments	➤ CSC applies a number of assessments to each offender to determine dynamic and static risk factors. The assessments are applied “conditionally” meaning not all offenders get all assessments. Some assessments may apply only to those who have committed a sex offense, or only to those who are Indigenous. The assessment results are used to support placements, to guide security classification decision, and to determine the types of programs, interventions and services an offender is offered as part of their correctional plan.
6. Placements and Transfers	➤ Placements and transfers capture when and why inmates can move from one area to another and includes the monitoring of these movements.
7. Personal Property	➤ Personal Property is focused on management of the admission and discharge of offender personal property. It includes the limits on different types of inmate property, any exceptions for each type of property, as well as authorizing and tracking property. The capability also encompasses the management of claims in relation to stolen or damaged property. It also involves the management of purchases and financial approval, as well as different property limits for male and female offenders, limits determined by security level, and exceptions to these limits (e.g., quantity of items, type of items, value of items, item storage limits).

Business Capability	Description
8. Security and Intelligence	➤ Security and Intelligence involves Information surrounding intelligence gathering, operations, and analysis including drug strategy, urinalysis, and search & seizure. This includes tracking and management of security threat groups, and developing analytics that help predict potential security issues.
9. Interventions and Services	➤ Interventions and Services include the specific programs and services that CSC provides to offenders to encourage reintegration into society while reducing recidivism and maintaining public safety. It includes correctional programs, education, employment, social programs, hobby craft and other services such as religious accommodation.
10. Case Planning	➤ CSC creates a unique correctional plan for each offender entering the system. A correctional plan is created during the intake process, and is updated based on offender progress and changes to the assessed level of risk. The correctional plan can depend on referrals and information gathered through other business capabilities, and is used through an offender's sentence. It serves as a key tool to support release and transfer decisions.
11. Correspondence and Visits	➤ Correspondence and visit management tracks and manages direct contacts (visits) and indirect mail contacts between an offender held in an institution and an outside contact. It encompasses the visitor registration process, and the management of different types of visits, such as in-person, video or private family visits. Mail is logged and monitored for security risks.

Business Capability	Description
12. Security Operations	<ul style="list-style-type: none"> ➤ Security operations ensures that offenders are placed, transferred, accommodated and managed in a manner that ensures their security, the security of staff and other offenders, and the safety of the public. The process encourages inmates to conduct themselves in a manner that promotes the good order of the correctional facility. This process contributes to the inmates' rehabilitation and leads to the offender's successful reintegration into the community.
13. Search and Seizure	<ul style="list-style-type: none"> ➤ The process by which CSC conducts, documents, and tracks searches that may lead to seizures of contraband and unauthorized items, including any charges associated with those items. This capability manages the search process for offenders and visitors, and manages the results of any searches, including the management and/or disposal of contraband items.
14. Victims Services	<ul style="list-style-type: none"> ➤ Victim services start following the authorization of an offender into CSC custody, and includes all activities and services provided to victims of federal offenders. Registered victims are entitled to receive certain information about the offender(s) who harmed them, but must request this information from CSC or the PBC. Victim-related activities and services include receipt and review of registration requests, the sharing of offender information, updates and notifications, the receipt of victim statements, requests to observe parole hearings, and the management of incoming and outgoing correspondence.
15. Grievances	<ul style="list-style-type: none"> ➤ Grievances can be in relation to a number of events, such as a release decision, loss or destruction of

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21120-206246
Client Ref. No. – N° de réf. De client

Amd. No – N° de la modif.
File No. – N° du dossier

Buyer ID – Id de l'acheteur
165XL
CCC No./ N° CCC – FMS No/ N° VME

Business Capability	Description
	personal property, concerns about religious or dietary accommodation, the denial of a visit, or treatment during a security incident. Responding to offender grievances is a legislative requirement of the <i>Corrections and Conditional Release Act</i> (CCRA). The process allows offenders to raise concerns about conditions or events in the institution or the community if they believe their rights have been, or are being, violated. The intent is to resolve these issues in a timely manner at the lowest possible authority level.
16. Offender Community Supervision	➤ Offender community supervision involves the management of tasks that occur in the community when an offender is released from an institution. This includes the management of offenders on conditional release, release at warrant expiry, temporary absences, and statutory release. Activities and services in this area include accommodation options, community health services, and the establishment of community partnerships.
17. Offender Absences and Releases	➤ This capability includes the management of all activities and services pertaining to temporary absences of inmates from CSC institutions and the release of offenders into the community. Temporary absences may be escorted or unescorted and may occur for medical or administrative reasons, community service, contact with family, parental responsibilities, personal development or compassionate reasons. Release types include conditional release, statutory release and work release.
18. Decisions	➤ Decisions can be made by CSC on an emergency or urgent basis, under CSC authority or under the direction

Business Capability	Description
	of the PBC. This capability includes managing information to support assessments, recommendations and correctional process of various decisions such as release, transfers, security classification and detention referrals. Decisions are made with consideration for an offender's sentence, history, risk assessment, progress in reducing risk as aligned to their correctional plan, and the law applicable to the situation.
19. Performance Measurement and Management Reporting (PMMR)	➤ The collection, analysis and reporting of performance data to support operations at a variety of scales, and to address ad hoc reporting requests. PMMR enables CSC to evaluate its effectiveness and adherence to national standards, to maintain integrity, and in determining patterns, as well as to monitor and improve its performance.

A more detailed description of each capability is provided in Appendix 1 – Business Capability Descriptions and the high-level business requirements are included as Appendix 4 – Solution Requirements attached to this document. CSC, at its sole discretion, will determine which, if any, of the capabilities listed above will be implemented as a result of this procurement.

5.2 Technical Capability Scope

The Government of Canada has adopted a 'Cloud First' strategy in which cloud is the preferred option for delivering IT services. Departments have been directed to consider the public cloud deployment model and the Software-as-a-Service (SaaS) service model first while at the same time recognizing that no one deployment model meets all the GC's needs.

In accordance with this GC direction, CSC foresees the OMS Modernization Solution being developed, implemented and hosted in a Government of Canada approved secure (Protected B) cloud environment. Cloud services will be used to provide consistent performance levels, robust security, continual innovation opportunities, agility to respond to rapidly changing needs, and commoditized services that can adjust and scale to meet the level of demand.

The project and production environments will reside within a Protected B, medium integrity, and medium availability (PBMM) cloud environment. A SaaS or an Infrastructure as a Service (IaaS) model in

CSC's GC cloud tenancy is envisioned to address requirements for the provisioning of large quantities of interconnected servers, memory and storage.

From a technical perspective, CSC requires a new OMS application built on modern architecture that includes:

- A cloud-based architecture that enables and supports security controls up to a Protected B, medium integrity, medium availability standard;
- A design pattern with loosely coupled modules to support staggered deployment and implementation;
- A library of Application Programming Interfaces (APIs) that are available to external systems as well as the ability to consume web-services hosted by CSC to enable integration and data exchange with existing applications and enable CSC to retain ownership of all data in the Solution, including master data, transactional data, reference data and metadata;
- Redundancy to provide a highly available application;
- Support of Canada's two official languages (English and French);
- Alignment to TBS standards for Accessibility;
- More accurate, timely and reliable data sharing with criminal justice partners at the federal, provincial/territorial and municipal levels; and
- Enhanced flexibility to meet evolving legislative needs and the demands of stakeholders. To support this vision, CSC has identified a number of important technical capabilities:

Capability	Description
1. Compatibility & Integration	➤ The Compatibility and Integration capability identifies the types of environments the Solution will be expected to perform in and the systems with which it must integrate.
2. Security & Privacy	➤ The data managed through the OMS is classified as Protected B and must therefore comply with the IT policies, directives, guidelines and services provided by the Government of Canada, TBS, SSC, and the Canadian

Capability	Description
	Centre for Cyber Security (CCCS) required to safeguard data.
3. Reliability	➤ OMS is CSC's mission critical system for offender management and therefore must consistently perform specified functions without failure. This capability describes system attributes such as performance, capacity, recoverability and disaster recovery.
4. Maintainability, Serviceability & Manageability	➤ The Maintainability, Serviceability & Manageability capability describes the set of features that support the ease and speed of which corrective and preventative maintenance can be conducted on the Solution.
5. Localization & Usability	<ul style="list-style-type: none"> ➤ Localization describes how the Solution will support the target locale and language requirements and how the Solution will ensure the effective use of both official languages; and ➤ Usability includes the standards and best practices for accessibility, user interface / user experience (UI/UX) design, online help, and device optimization.

A more detailed description of each technical capability is included in Appendix 2 – Technical Capability Descriptions and the corresponding high-level requirements are included in Appendix 4 – Solution Requirements.

5.3 Project Management & Oversight Scope

To deliver the business and technical capability scope envisioned for OMS Modernization, an underlying set of project management and oversight capabilities will be needed. These apply to all project steps, stages and work-streams from Contract Award through to the completion of the Contract.

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Capability	Description
1. Integration Management	➤ Integration Management activities include identifying, defining, consolidating and integrating the plans and actions that are required to plan, manage and control project execution to successfully deliver the project requirements.
2. Scope Management	➤ Scope Management involves tracking and documenting all Requests for Change (RFCs) and assessing the impact of proposed scope changes.
3. Schedule Management	➤ Schedule Management includes the development of the project work breakdown structure (WBS) as well as managing and maintaining the schedule through the life of the project.
4. Quality Management	➤ Quality assurance reviews will be performed for deliverables to ensure completeness, accuracy and fulfilment of the project scope.
5. Project Gate and Key Decision Point Reviews	➤ The OMS Modernization initiative will be subject to technology governance at various points in the project in accordance with the Project Governance outlined in Section 4.
6. Status Reporting	➤ Status Reporting provides regular updates on progress, action items, and decisions required.
7. Risk and Issue Management	➤ Risk and Issues Management ensures the project team, third-party contractors, stakeholders, and the applicable governance forums are informed of all

Capability	Description
	current issues and risks that threaten or have the potential to threaten the delivery of the OMS Modernization Solution.

A more detailed description of each capability is included in Section 9 – Project Management and Oversight.

5.4 Quality Management

Quality Management includes the process by which project deliverables and work products are assessed against acceptance standards. Quality assurance reviews will be performed for deliverables identified in the Statement of Work.

Deliverables requiring acceptance will be reviewed by CSC for completeness, accuracy and fulfillment of the project scope as defined in the Statement of Work and consistent with any approved changes requests. Written approval of acceptance will be provided to the Contractor once acceptance criteria have been met.

For each Deliverable, the Contractor must provide a proposed deliverable specification document. The deliverable specification document will include the following:

- Deliverable number and name;
- Description and purpose of the deliverable;
- Format (e.g., MS Word, MS PowerPoint, MS Excel, etc.);
- Review method (e.g., walkthrough, secretarial)
- Contractor approach to completing the deliverable (i.e., key activities and assumptions);
- Deliverable acceptance criteria; and
- Annotated table of contents, identifying, at a minimum the section / sub-section number, section / sub-section title, and a description of section / sub-section content.

The Contractor resource responsible for producing the deliverable must receive approval of the proposed deliverable specification from CSC. The Contractor must not start work on the deliverable until the deliverable specification has been approved in writing by CSC. Once a deliverable specification has been approved, the Contractor will develop the deliverable, engaging CSC subject matter expertise as required to ensure completeness and quality.

Once development of the deliverable is complete, the project team will review it against the associated acceptance criteria agreed upon in the deliverable specification along with standard acceptance criteria applicable to all deliverables:

- Deliverable meets its specification including functional and non-functional requirements as defined in the Statement of Work and the approved deliverable specification;
- Deliverable is consistent with the OMS Modernization project scope as defined through the Statement of Work;
- Deliverable consultations are complete: the Contractor has consulted with all relevant subject matter experts and / or stakeholders as defined in the Contract and in the approved Deliverable Specification;
- Deliverable is complete, accurate and to the level of detail required for use as a baseline for subsequent work; and
- Deliverable has no unresolved issues.

5.5 Project Gate Reviews

The Contractor must plan for the application of project gate reviews. The project gate reviews provide a standardized control point where each project phase is reviewed and/or audited and approved to continue to the next phase of the project.

The gating process involves reviews and approvals of project deliverables, artifacts, and milestones and provides approval for the project to move to the next phase, or to deem the project is worthy of continuation and the associated risks are manageable.

The project reviews occur during the following phases:

- Phase 1 – Identification – The objective of the Identification Phase is to ensure that proposed projects clearly articulate the business problem. In addition, key activities in this phase are to develop Rough Order of Magnitude (ROM) estimates for scope, schedule and budget. These activities will support the decision made by governance to approve the project to proceed to Phase 2. (Complete for OMS Modernization);
- Phase 2 – Options Analysis and Prioritization – There are two objectives of the Options Analysis and Prioritization Phase: the first is to develop a robust options analysis and business case as key inputs for governance to decide if the project should move to the next phase. The second is for the governance to decide how the project will be prioritized relative to the current project portfolio. (Complete for OMS Modernization);
- Phase 2.5 - Planning and Elaboration (TBS Oversight) - The objective is this phase is to ensure that projects that require TBS oversight (either authorization or are properly planned and set up

for success prior to the subsequent project execution phase. (Complete for OMS Modernization);

- Phase 3 – Planning / Elaboration – The objective of the Planning & Elaboration Phase is to ensure that the solution identified by the approved business case is well planned and set up for success prior to the subsequent execution phase of the PMF. The primary focus is on project planning, accurate estimates, and business case review and validation. (In progress for OMS Modernization);
- Phase 4 – Executing / Construction - The objective of the Executing and Construction Phase is to develop and deliver the project output(s) (system, solution, and ensure they are ready to proceed into production; and
- Phase 5 – Closing - The objective of the Closing Phase is to ensure that the project was deemed successful. The Project Managers, delivery teams and project governance must validate the project outcomes and success criteria, approve all project deliverables and compare the results against the business case.

These phases are aligned with the TBS gating for IT-enabled projects. Further details on the TBS gating model can be found in the “TBS Guide to Project Gating for IT-Enabled Projects” at the following internet address: <https://www.canada.ca/en/treasury-board-secretariat/services/information-technology-project-management/project-management/guide-project-gating-it-enabled-projects.html>

5.6 Methodology

The Contractor must propose a methodology for all aspects of the OMS Modernization initiative identified in this Statement of Work for Step 1 – Prototype, Step 2 – Solution Design, and Step 3 – Solution Implementation.

The Contractor must provide a mapping of all Deliverables identified in this Statement of Work to the Contractor’s proposed Methodology.

The Contractor must describe how it will ensure its proposed Methodology will align with the Government of Canada and CSC Governance bodies described in Section 4: **PROJECT GOVERNANCE**.

6. STEP 1 - PROTOTYPE

6.1 Scope of Work

The Step 1 – Prototype activities include the planning, design, development, configuration, testing and delivery of a production quality, hosted, cloud based functioning prototype (the “Prototype Solution”)

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supporting up to 200 concurrent users, in accordance with the required technical, functional, official languages, usability and accessibility requirements provided in Appendix 4 – Solution Requirements. The Prototype Step includes development of a Solution fit/gap assessment, a Solution architecture document, a functional specification for one business capability area, a comprehensive project plan, the development of a functional Prototype Solution, and a release strategy. Additional details related to Step 1 – Prototype are provided in Appendix 1 of Annex B – Statement of Requirements.

6.2 Requirements

The Prototype Solution must include the following functionality:

- The business and technical capabilities required to support the Capability and Usability Assessment criteria and test scenarios specified in Appendix 1 to Annex B – Statement of Requirements;
- A modern user interface with easy and intuitive navigation;
- User interfaces, documentation and support available in English and the functionality for at least one test scenario must be available in both of Canada's official languages (English and French). Details are provided in Appendix 1 to Annex B – Statement of Requirements;
- A mobile-friendly, responsive design that supports all specified use cases across all common mobile platforms; and
- Available and accessible to individuals with disabilities, at a minimum, compliant with Web Content Accessibility Guidelines (WCAG) 2.0 AA accessibility standards.

6.3 Deliverables

The Step 1 – Prototype must include, at a minimum, services and associated deliverables for the following:

Deliverable	Description
➤ PR01 Prototype Step Kick-off Meeting	<ul style="list-style-type: none"> ➤ The Contractor must lead a Project Kick-off Session with the project leadership and key stakeholders; and ➤ The kick-off meeting may occur virtually via video conference, teleconference or at a mutually agreed location in Canada's National Capital Region (in accordance with Canadian and international guidelines related to COVID-19).

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Deliverable	Description
➤ PR02 Prototype Solution	<ul style="list-style-type: none"> ➤ Access for 200 Authorized Users, with all Solution usage rights grants, software documentation, warranty, hosting and maintenance and support (excluding training), waivers, non-disclosure agreements, or other releases to CSC; and ➤ Support documentation or help files for each Use Case (scenario).
➤ PR03 Prototype Solution Installation Plan	<ul style="list-style-type: none"> ➤ The Prototype Solution is to be hosted in the Contractor's environment for the Capability Usability Assessment; however, the Contractor must provide a Solution Installation Plan, which includes, at a minimum: <ul style="list-style-type: none"> ○ A set of instructions (i.e., installation manual) that is clear and sufficiently detailed to provide CSC with a full understanding of the installation requirements of the Prototype Solution; and ○ A technical description of the packaging or distribution method or installation archive for each of the infrastructure components and software components used in the Prototype Solution.
➤ PR04 Preliminary Solution Fit / Gap Assessment	<ul style="list-style-type: none"> ➤ Participate in detailed reviews of the OMS Modernization business and technical requirements, both in a group setting with the other Prototype participants and individually; ➤ Assess the fit of each functional and technical requirement in Appendix 4 – Solution Requirements against the 'out of the box' functionality of the Solution; and

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Deliverable	Description
	<ul style="list-style-type: none"> ➤ For each requirement where there is a lack of fit between the requirements and the Solution, the Contractor must propose how the gap will be closed.
<ul style="list-style-type: none"> ➤ PR05 Architecture Document 	<ul style="list-style-type: none"> ➤ Overview of the architecture of the Solution ➤ Description of the overall architecture at both a conceptual and logical level, and its components and layers, including, at a minimum: <ul style="list-style-type: none"> ○ Business architecture; ○ Application architecture; ○ APIs and Service Integration Layer; ○ Legacy integration architecture; ○ Reporting and Analytics Architecture; ○ Technology Architecture; ○ Cloud architecture; ○ Performance, Volumetrics, Scalability and Availability; ○ Security Architecture; ○ Information Architecture; ○ Backup; and ○ Disaster Recovery.
<ul style="list-style-type: none"> ➤ PR06 Functional specifications for one capability 	<ul style="list-style-type: none"> ➤ Overview of the Solution, including a description of how it satisfies the capability functional requirements ➤ Description of the configuration and/or customization of the Solution required to enable the functionality

Deliverable	Description
	<ul style="list-style-type: none"> ➤ Detailed functional design to address each gap identified in the Fit/Gap Assessment related to the selected capability ➤ Identification of all architecture components required to enable the functionality
➤ PR07 Comprehensive project plan	<p>The Project Plan will consist of an updated version of the Project Plan included in the Contractor’s Technical Response and must include the following:</p> <ul style="list-style-type: none"> ➤ Integrated delivery team organization, and resource plan for both CSC and Contractor resources; ➤ High Level Project Schedule; and ➤ Level 4 WBS in Microsoft Project Work Plan format, with planned start dates, end dates, assigned resources, and interdependencies.
➤ PR08 Release Strategy	<ul style="list-style-type: none"> ➤ Recommended grouping and sequence of capability implementation; ➤ Description of the scope and functionality to be implemented as part of an initial ‘quick win’; and ➤ Description of the internal and external dependencies, risks and risk mitigation strategies for each deployment.

6.4 Capability Usability Assessment (CUA)

A Capability and Usability Assessment will be conducted by CSC on the Prototype Solution in accordance with Annex B – Statement of Requirements, Appendix 1 – Capability and Usability Assessment.

7. STEP 2 – SOLUTION DESIGN

Once the Step 1 – Prototype evaluation is complete and a preferred Contractor identified, the Solution Design commences. CSC will issue one or more Task Authorizations to complete Step 2 – Solution Design work in accordance with the Comprehensive Project Plan updated during the Step 1 – Prototype activities and as updated and approved by the Technical Authority. CSC will organize a Step 2 – Solution Design launch meeting immediately following issuance of the Task Authorization to review and update the Comprehensive Project Plan.

7.1 Scope of Work

The Solution Design must include, at a minimum, services and associated deliverables for the following areas of work:

- Start-up of the Solution Design Step;
- Design of the Business Solution;
- Design of the Technical Solution;
- Release Strategy;
- Design of the Post Implementation Support Model; and
- Wrap-up of the Solution Design.

7.2 Requirements

The Solution must include the business and technical requirements listed in Appendix 4 - Solution Requirements of the Statement of Work.

7.3 Deliverables

The Contractor must use its proposed Methodology to perform Step 2 – Solution Design activities, which at a minimum includes the following Tasks and Deliverables:

Area of Work	Tasks and Deliverable
➤ Start-up of the Solution Design	➤ Project Kick-off Session – The Contractor must lead a Project Kick-off Session with the project leadership and key stakeholders.

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Area of Work	Tasks and Deliverable
	<ul style="list-style-type: none"> ➤ DS01 Solution Design Step Project Plan – The Solution Design Project Plan will be an updated version of the Project Plan developed during the Prototype. ➤ DS02 CSC Skill Development Approach – The Contractor must develop and implement an approach for building skills with the CSC employees in the application support groups, who will be responsible for supporting the application following Step 3 – Solution Implementation. The nature of the approach will determine how these employees will be engaged throughout the remainder of the initiative.
<ul style="list-style-type: none"> ➤ Design of the Business Solution 	<ul style="list-style-type: none"> ➤ DS03 Business Process Model Design – The Contractor must contribute to the development of future state business processes and sub-processes, including process and sub-process descriptions, process and sub-process steps, and process and sub-process flow charts. The Contractor will contribute to the business process model design for each capability. ➤ DS04 Business Requirements Document - The Business Requirements Document will be finalized in conjunction with CSC based on the high-level business requirements provided in Appendix 4, and consists of finalized, detailed business requirements, including unique identifiers and detailed descriptions for each requirement. A business requirements document will be created for each business capability.
<ul style="list-style-type: none"> ➤ Design of the Technical Solution 	<ul style="list-style-type: none"> ➤ DS05 Final Fit/Gap Assessment – The Contractor will update and refine the Fit/Gap Assessment completed in the Prototype for all capabilities included in the Solution Design scope to reflect any refinement of the business requirements and the future state process

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Area of Work	Tasks and Deliverable
	<p>designs. A fit/gap assessment will be completed for each capability.</p> <ul style="list-style-type: none"> ➤ DS06 System Requirements Specification - The System Requirements Specification is a translation of the business requirements document into system functional and non-functional requirements. The OMS Modernization Solution ultimately delivered by the Contractor must meet all of the requirements identified in this System Requirement Specification deliverable. A system requirement specification will be documented separately for each capability. ➤ DS07 Architecture Document – The Architecture Document will build upon the Architecture document developed during Step 1 – Prototype, and will refine all sections initially provided. ➤ DS08 User Interface Standards – The Contractor must provide guidelines for the visual design of the application. The standards will include the following: <ul style="list-style-type: none"> ○ Rules governing the look and feel of all pages in the product; ○ Guidelines for developers to ensure consistency across the application and that can also be applied to CSC-developed applications to provide users with a common look and feel; and ○ Global interface standards, including navigation metaphors and placement (e.g., tabs, breadcrumbs, drop down menus), screen areas (e.g., location of header, footer, content area, etc.), header standards, footer standards, error handling messages approach, and page-level standards including, at a minimum: <ul style="list-style-type: none"> • Fonts; • Colors;

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Area of Work	Tasks and Deliverable
	<ul style="list-style-type: none"> • Text style formatting; • Button formatting; • Links usage and formatting; • Table and form formatting; • Access keys; • Mouse-overs and title attributes; • Tab order and focus; • Number and date formatting; and • Label terminology <p>➤ DS09 Configuration Design Documents - The Contractor will deliver Configuration Design Documents for all of the product configuration that will be performed to enable the functionality required to support the To Be business processes. A configuration design will be documented separately for each capability. Each Configuration Design Document must include, at a minimum:</p> <ul style="list-style-type: none"> ○ Detailed description of how the configuration will enable the functionality required to support the future state business process; ○ Detailed description of the steps to complete the configuration; ○ Detailed description of the configuration settings, and the rationale for each setting; ○ Identification of any objects that must be in place to enable the configuration; and ○ Any security requirements or considerations related to role-based security profiles. <p>➤ DS10 Detailed Functional Specifications - The Contractor must deliver a Detailed Functional Specification for all items identified in the Fit / Gap Assessment, as well as each architecture component</p>

Area of Work	Tasks and Deliverable
	<p>that needs to be defined based on the final Architecture Document.</p> <ul style="list-style-type: none"> ➤ DS11 Master Test Approach and Plan - The Contractor must deliver a Master Test Approach and Plan for verifying and validating all functional and non-functional requirements, and to test all configuration and customization. The Master Test Approach and Plan must include, at a minimum: <ul style="list-style-type: none"> ○ Plans for each stage of testing being planned, including Unit and Component Testing, Functional Testing, Performance Testing, Security Testing, End-to-End Testing, Integration Testing, User Acceptance Testing, and Operational Readiness Testing. Milestone dates for each stage of testing must be reflected in the Project Plan; ○ Identification of test environments and required tools; and ○ Defect Severity Type definitions (e.g., 1-Critical, 2-High, 3-Medium, and 4-Low) and target resolution times by Severity Type. ➤ DS12 Security Controls Test Strategy and Plan – The Contractor must deliver a strategy and plan for verifying and validating all security control requirements based on the configuration and customization of the Solution. ➤ DS13 Data Migration Strategy and Plan - The Contractor must plan the development, testing and execution of all manual and automated data extractions, transformations and loads for all Master data, reference data and transactional data required to be migrated from legacy systems to the OMS Modernization Solution. The Data Migration Strategy must also define the approach for maintaining the required legacy data

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Area of Work	Tasks and Deliverable
	integrity for the remaining functionality as business capabilities are transitioned to the new OMS Solution.
➤ Proposed Release Strategy	➤ DS14 Proposed Release Strategy – The Contractor must deliver a Proposed Release Strategy describing the scope and functionality to be released as part of each major release of functionality and the sequence of implementation of individual or groups of business capabilities. The deliverable must include a description of the scope and functionality to be implemented as part of each major release of the Solution as well as the rationale for each release, required deployment tasks, internal and external dependencies and the key risks and mitigation strategies for the proposed release strategy.
➤ Design of the Post Implementation Support Model	<p>➤ DS15 Post Implementation Support Model – The Contractor must deliver a Post Implementation Support Model Design for the support and operation of the OMS Modernization Solution. The Post Implementation Support Model Design must describe both End User Functional Support and End User Technical Support. The Post implementation Support Model Design must at a minimum include:</p> <ul style="list-style-type: none"> ○ Approach, plans, and processes for all functional and technical post implementation support services; ○ Identification of roles and responsibilities for all of the groups providing functional and technical post implementation support services;

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Area of Work	Tasks and Deliverable
	<ul style="list-style-type: none"> ○ To Be Support Process Decomposition depicting all To Be support processes, sub-processes, and the activities in for each sub-process; ○ Detailed Key Performance Indicators (KPIs) for each To Be support process, including how each KPI will be measured and reported; ○ Identification of support service parameters, including set service levels; and ○ End User Functional and Technical Help Desk strategy, plans and processes.
<p>➤ Wrap-up of the Solution Design Step</p>	<p>➤ DS16 Solution Design Step Summary Report – At the conclusion of Step 2 – Design, the Contractor must deliver a Design Stage Summary Report that must include:</p> <ul style="list-style-type: none"> ○ Executive Summary; ○ Summary of CSC-approved Deliverables / Milestones; ○ Summary of CSC-approved Requests for Changes (RFCs) and Impacts; ○ Summary of Deviations from Plan; ○ Summary of Continuing and Closed Risks; ○ Summary of Continuing and Closed Issues; and ○ Summary of Continuing Project Delivery Challenges and Obstacles. <p>➤ DS17 Solution Implementation Step Project Plan - The Contractor must deliver a Solution Implementation Project Plan to CSC for approval. The Solution Implementation Project Plan will consist of an updated</p>

Area of Work	Tasks and Deliverable
	<p>version of the Project Plan included in the Contractor's Technical Response and must include the following:</p> <ul style="list-style-type: none"> ○ Up to date Integrated Delivery Team Organization, and Resource Plan for both CSC and Contractor resources; ○ High Level Project Schedule; ○ Level 4 WBS in Microsoft Project Work Plan format for Step 3 –Solution Implementation, with planned start dates, end dates, assigned resources, and interdependencies; ○ Milestone-based cost schedule for Step 3 – Solution Implementation; and ○ Estimates and price proposals for all Additional Services required during Step 3 – Implementation

8. STEP 3 – SOLUTION IMPLEMENTATION

The scope of the OMS Modernization implementation activities consists of the work to plan, manage, build, test, and deploy the Solution required to address the set of business and technical capabilities described in Appendix 1 – Business Capability Descriptions and Appendix 2 – Technical Capability Descriptions and the associated requirements provided in Appendix 4 – Solution Requirements. The set of capabilities to be included in Step 3 – Solution Implementation will be determined based on the work completed in Step 1 – Prototype and Step 2 – Solution Design. CSC, at its sole discretion, will determine which, if any, of the capabilities will be included in the Step 3 – Solution Implementation scope and corresponding Task Authorization.

Following the issuance of a valid Task Authorization, the Contractor will design, build, test, and implement the specified business and technical capabilities, along with the transition to ongoing operations and support. The Contractor may also contribute to end-user training activities and the project management activities required for successful implementation and ongoing support of a modernized system. The business capabilities must be delivered incrementally and iteratively rather than through a 'big bang' deployment.

CSC expects that the requirements for the majority of the business capabilities will be satisfied through the implementation of existing marketplace solution(s). The Contractor will be responsible for implementing the Solution(s) based on the details provide in the Task Authorization. The requirements associated with some business capabilities will preclude the use of existing marketplace solutions. In those cases, CSC, at its sole discretion, may choose to implement the capability using internal or third-party resources or products. However, should CSC choose to have the Contractor implement the capability, the Contractor will be responsible for delivering custom-developed components for CSC. The Contractor will also be responsible for integrating the marketplace Solution with custom-developed component(s) using APIs and an agreed-upon integration architecture.

The Contractor must conduct the Step 3 – Solution Implementation work in accordance with the Project Plan provided at Contract Award and as updated and approved by the Technical Authority during the Step 2 – Solution Design activities.

8.1 Scope of Work

The Solution Implementation step includes the planning, design, and implementation activities to implement a fully functional Solution with the ability to support all Offender Management business and technical capabilities identified in this Statement of Work. The Solution must support 20,000 active users and 5,000 concurrent users, with the ability to scale to 50,000 and above internal and external users.

The Solution Implementation must include, at a minimum, services and associated deliverables for the following:

- Start-up of the Solution Implementation Step;
- Development and Testing of the Solution;
- User Acceptance Testing of the Solution;
- Deployment and Implementation of the Solution;
- Post Implementation Stabilization; and
- Wrap-up of the Solution Implementation Step.

The Contactor must maintain and keep up to date all Deliverables delivered in Step 2 – Solution Design throughout the delivery of the Step 3 – Solution Implementation and throughout the duration of the Contract.

8.2 Requirements

The Solution must include the business and technical requirements listed in Appendix 4 - Solution Requirements of the Statement of Work.

8.3 Deliverables

The Contractor must use its proposed methodology to perform Step 3 – Solution Implementation activities, which at a minimum includes the following Tasks and Deliverables:

Area of Work	Tasks and Deliverable
➤ Start-up of the Solution Implementation	<ul style="list-style-type: none"> ➤ Solution Implementation Step Kick-off Session – The Contractor must lead a Project Kick-off Session with the project leadership and key stakeholders; ➤ IS01 Updated Solution Implementation Step Project Plan – The Solution Design Step Project Plan will consist of an updated version of the Project Plan developed during Step 2 – Design; and ➤ IS02 Development, Testing and Training Environments - The Contractor must design, install, configure and provide ongoing management, support, backups and maintenance for all project development, testing and training environments, including all software and connectivity components required for the development, testing and training of the OMS Modernization Solution. This must include, at a minimum, all cloud components, appliances, server or virtual machine hardware and peripherals, storage devices, operating system and virtual machine-level software, databases, application software, middleware, interfaces, network connections, development and testing software, training and courseware development software.
➤ Development and Testing of the Solution	<ul style="list-style-type: none"> ➤ IS03 OMS Modernization System Solution - For each release of the Solution, the Contractor must install, configure, develop and test all functionality as defined in the Step 2 – Solution Design, subject to any changes that have been duly approved by CSC. The development of the OMS Modernization Solution must include:

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	<ul style="list-style-type: none"> ○ Implementation of each release of the approved Solution architecture as defined in the Architecture Document; ○ Configuration and testing all of the items included in the Configuration Design Documents; ○ Build and test of all development and customization included in Detailed Functional Specifications; ○ Build and test of each architecture component as identified in the Architecture Document, and included in the Detailed Functional Specifications; and ○ Configure and test role-based security profiles, and meet the Security Requirements identified in this Statement of Work and in the technical requirements in Appendix 4. <p>➤ IS04 Detailed Test Plans - Further to the Master Test Approach and Plan developed during Step 2 – Solution Design, the Contractor must deliver Detailed Testing Plans, including Test Scripts and Expected Results, for each of the following stages of testing:</p> <ul style="list-style-type: none"> ○ Unit and Component Testing; ○ Functional Testing; ○ Performance Testing; ○ Security Testing; ○ End-to-End Testing; ○ Integration Testing; and ○ Operational Readiness Testing. <p>➤ IS05 Test Execution and Results - The Contractor must execute and document the results for each of the stages</p>

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	<p>of testing. The Test Results must document actual results versus expected results and include the full list of defects logged and how these have been rated and resolved. During all stages of testing, the Contractor is responsible for the creation and refreshing of the necessary Test Data. During all stages of testing, the Contractor is responsible for the testing of the Solution in both French and in English.</p> <ul style="list-style-type: none"> ➤ IS06 Security Control Test Execution and Results – The Contractor must execute and document the results for each of the security controls identified in the detailed security test plan. The Contractor must provide test evidence for all controls related to the Solution in sufficient detail to achieve no higher than a medium risk level through the security assessment process. ➤ IS07 Data Migration Test Execution and Results - The Contractor must complete testing of the data migration as described in the Data Migration Strategy and Plan through a minimum of 3 Mock Conversions. The Contractor must produce a Data Migration Test Execution and Results Deliverable for each of the 3 Mock Conversions, including the identification of any subsequent data cleansing required prior to the next Mock Conversion, or prior to Go-Live, in the case of the final Mock Conversion.
<ul style="list-style-type: none"> ➤ User Acceptance Testing of the Solution 	<ul style="list-style-type: none"> ➤ IS08 Support of User Acceptance Testing - To support CSC's User Acceptance Testing (UAT) efforts, the Contractor must perform the following activities: <ul style="list-style-type: none"> ○ Design, install and support the UAT technical environment required to execute all of the testing documented in the UAT Test Plan; ○ Support the creation of test data as required;

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	<ul style="list-style-type: none"> ○ Bulk load any test data provided by CSC; ○ Run any required automated processes required to test batch processes; and ○ Schedule the UAT activities and include UAT activities in the Contractor's Step 3 – Solution Implementation Project Plan. ➤ UAT Disposition Tracking Report - The Contractor must deliver a UAT Disposition Tracking Report to document the full list of comments and defects logged during UAT, and how these have been rated and resolved. ➤ UAT Problem and Resolutions Results Summary Report - At the completion of User Acceptance Testing, the Contractor must deliver a UAT Problem and Resolutions Results Summary Report.
<ul style="list-style-type: none"> ➤ Deployment and Implementation of the Solution 	<ul style="list-style-type: none"> ➤ IS09 Production Environments - The Contractor must provide, install, configure, backup and test all production, failover and Disaster Recovery environments, including all cloud components, appliances, server or virtual machine hardware and peripherals, storage devices, operating systems and virtual machine-level software, databases, application software, middleware, interfaces, network connections, monitoring, reporting and operations utilities. ➤ IS10 Weekly Go-Live Readiness Scorecard - Four (4) months prior to the release (Go-Live) of a capability or group of capabilities, the Contractor must provide, on a weekly basis, a Go-Live Readiness Scorecard which tracks the go-live readiness status of key tasks and milestones. The Go-Live Readiness Scorecard must employ a three week rolling window on the status (i.e., red, yellow, or green) for each item being tracked along

Area of Work	Tasks and Deliverable
	<p>with a description of the updated status. The key areas to be tracked include:</p> <ul style="list-style-type: none"> ○ Business Readiness; ○ Application Readiness; ○ Technology, Infrastructure and IT Security Readiness; and ○ Post-Implementation Support Readiness. <p>➤ IS11 Technical Cutover Plan - The Contractor must plan, develop, and test all manual and automated technical cutover tasks required to implement each release of the OMS Modernization Solution into the Production Environments. The Technical Cutover Plan must include, at a minimum:</p> <ul style="list-style-type: none"> ○ Pre-cutover checklist of tasks and activities that must be completed prior to Cutover; ○ Detailed list of Cutover tasks and activities, with planned start dates and times, end dates and times, assigned resources, and interdependencies for each activity; ○ Detailed rollback strategy and plan in the event Cutover must be halted during Cutover execution; and ○ Post-cutover checklist and criteria to measure the success of Cutover Execution, including a functional and technical Landing Test of the Production Environments. <p>➤ Implementation Go/No Go Decision - Using the Weekly Go-Live Readiness Scorecard, the Contractor must manage and monitor overall go-live readiness for each release. Four weeks prior to a planned deployment, the Contractor must provide a preliminary Go / No-go</p>

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	<p>recommendation to CSC on whether to proceed with go-live. Two weeks prior to the planned deployment, the Contractor must provide a final Go / No-go recommendation to CSC on whether to proceed with go-live. The Contractor must plan, lead and participate in preliminary and final Go / No-go Decision Meetings, which will be attended by internal and external stakeholders identified by the CSC Technical Authority. The Contractor must obtain CSC Technical Authority approval to proceed with the Technical Cutover Execution following the final Go / No-go Decision Meeting.</p> <ul style="list-style-type: none"> ➤ IS12 Data Migration Execution - The Contractor must execute all tasks and activities in the Data Migration Strategy and Plan to complete the data migration of all required master data, reference data, and transactional data required to be migrated from legacy systems to the OMS Modernization Solution Production Environments. ➤ IS13 Technical Cutover Execution - The Contractor must execute all tasks and activities in the Technical Cutover Plan to implement each release of the OMS Modernization Solution into the Production Environments. Following the completion of the Technical Cutover Execution, the post-cutover checklist and criteria must be validated, and the Contractor must work with CSC to complete the functional and technical Landing Test of the Production Environments.
<ul style="list-style-type: none"> ➤ Post Implementation Stabilization 	<ul style="list-style-type: none"> ➤ IS14 Post Implementation Stabilization Plan - Four (4) months prior to the implementation of the first release and each subsequent release of the OMS Modernization Solution, the Contractor must deliver a

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	<p>Post Implementation Stabilization Plan, which must include:</p> <ul style="list-style-type: none">○ A list and description of all Post Implementation Stabilization activities to be completed by the Contractor, including key dependencies, to meet the Stabilization Phase Exit Criteria; and○ Level 5 WBS in Microsoft Project Work Plan format for all Post Implementation Stabilization activities, with planned start dates, end dates, assigned resources, and interdependencies for each activity. <p>➤ Execute Post Implementation Stabilization Plan - The Contractor must perform all Post Implementation Stabilization activities following each release until such a time that the Contractor has met all of the stabilization phase exit criteria</p> <p>➤ IS15 Post Implementation Stabilization Completion Report – Following each major release, the Contractor must deliver a Post Implementation Stabilization Completion Report, which must include:</p> <ul style="list-style-type: none">○ Confirmation of the completion of each Post Implementation Stabilization activity, including the date when the activity was completed;○ Description of how each Stabilization Phase Exit Criteria as defined in SOW Stabilization Phase Exit Criteria has been met, with substantiating documentation; and○ Identification of high risk Stabilization areas and impacts, and the development of associated mitigation strategies and recommendations.

Area of Work	Tasks and Deliverable
<p>➤ Wrap-up of the Solution Implementation</p>	<p>➤ IS16 Knowledge Transfer Plan - The Contractor must deliver a Knowledge Transfer Plan and begin knowledge transfer activities a minimum of four (4) months prior to the implementation of the first major release. The Knowledge Transfer Plan must include:</p> <ul style="list-style-type: none"> ○ A list and description of all Knowledge Transfer activities to be completed by the Contractor in order to transition Contractor held knowledge to CSC resources; ○ Identification of the CSC resources with whom each Knowledge Transfer activity will be completed; ○ Identification of which documents and Contractor deliverables will be used as part of each Knowledge Transfer activity; and ○ Development of a detailed schedule for the sessions required to complete all Knowledge Transfer activities. <p>➤ IS17 Knowledge Transfer Completion Report - The Contractor must deliver a Knowledge Transfer Completion Report, which must include confirmation of the completion of each Knowledge Transfer activity, including the date when the activity was completed and which Contractor and CSC resources were involved in the transfer of knowledge. It must also identify high risk Knowledge Transfer areas and impacts, and the associated mitigation strategies and recommendations.</p> <p>➤ IS18 Solution Implementation Step Close Out Report - The Contractor must deliver a Solution Implementation Step Close-out Report following the successful completion of the stabilization activities for the final major release of the OMS Modernization Solution. The Report must include:</p>

Area of Work	Tasks and Deliverable
	<ul style="list-style-type: none"> ○ Executive Summary; ○ Summary of CSC-approved Deliverables / Milestones; ○ Summary of CSC-approved Requests for Changes (RFCs) and Impacts; ○ Summary of Deviations from Plan; ○ Final Contractor Status Report; ○ Updated Issues Log; ○ Updated Risks Log; and ○ Updated list of application defects that have been migrated / transferred to the CSC problem ticketing application.

9. PROJECT MANAGEMENT & OVERSIGHT

This section of the Statement of Work describes CSC's project management process requirements and expectations with respect to the OMS Modernization Project. These requirements cut across the project, applying to all project stages and work-streams from Contract Award through to Contract Closeout.

9.1 Deliverables

Area of Work	Tasks and Deliverable
➤ Integration Management	➤ PM01 The Contractor will be responsible for contributing to, identifying, defining, consolidating, and integrating the plans and actions that are required to plan, manage and control project execution to successfully deliver the project requirements.

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➤ Scope Management	➤ PM02 Scope Management – The Contractor will be responsible for contributing to the scope management process for the OMS Modernization project. The Contractor must track and document all Requests for Change (RFCs) and provide impact assessments (IAs) of proposed scope changes, which must include change cost, schedule, and risk impact assessments. Once an RFC has been approved, the Contractor must design, develop, test and implement the approved changes. The Contractor must include RFC and IA status details in regular status reporting.
➤ Schedule Management	➤ PM03 As described in the Statement of Work, the Contractor must deliver Solution Design and Solution Implementation Step Project Plans. The Contractor must also manage and maintain the schedule weekly through the life of the project.
➤ Quality Management	➤ PM04 Quality assurance reviews will be performed for Deliverables identified in the Contract for completeness, accuracy and fulfillment of the project scope as defined throughout the Statement of Work. The Contractor will be responsible for scheduling and participating in required deliverable reviews in accordance with the Quality Management process described in Section 5.4.
➤ Project Gate and Key Decision Point Reviews	➤ The OMS Modernization initiative will be subject to technology governance by the Government of Canada Enterprise Architecture Review Board, and CSC's technology governing bodies, as described in the Statement of Work Section 4: Project Governance. Governance reviews will be conducted as part of

Area of Work	Tasks and Deliverable
	<p>Technology Governance at various phases and stages within the project. The Contractor must support required gate and decision point reviews by contributing to the presentation material required for each review. The Contractor must include the gate reviews within its work plans and schedules.</p> <p>➤ Independent Third Party Reviews - Independent Third Party Reviews will be identified as the project progresses. For each of these Reviews, CSC will develop a Management Action Plan (MAP). Progress against the action plan will be reported to the CSC executive governance forums on a quarterly regular basis. The Contractor must provide support to these reviews. Support may include, but is not limited to, providing documentation and information to Third Party Review teams, assistance with the development of responses and action plans to address review findings, and participation in review sessions with the Third Party Review teams.</p>
➤ Status Reporting	<p>➤ PM05 The Contractor must participate in status reporting activities, which at a minimum includes:</p> <ul style="list-style-type: none"> ○ Project status meetings; ○ Weekly project status reports; ○ Records of discussion and decision; and ○ Weekly action items log.
➤ Risk and Issue Management	<p>➤ PM06 Risk and Issue Logs – The Contractor must share risk and issue management information with CSC as part of the standard reporting process. The Contractor must also share risk or issue information on an ad hoc basis as warranted by the risk severity or issue priority,</p>

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Area of Work	Tasks and Deliverable
	or at the request of CSC. This information must be shared in a transparent manner to ensure that CSC is informed of all current issues and risks that threaten or have the potential to threaten the delivery of the OMS Modernization Solution.

10. ADDITIONAL SERVICES

Additional Services may be requested for the OMS Modernization initiative related services, including, but not limited to, the following types of services:

- Implementation of offender-related business capabilities not currently identified in the Statement of Work as a requirement for the OMS Modernization Solution;
- Integration or replacement of legacy applications not currently identified in the Statement of Work as needing to be integrated with the OMS Modernization Solution or identified as needing to be replaced by the OMS Modernization Solution;
- Integration of new or emerging technologies or other technical requirements not currently identified in the Statement of Work as a requirement for the OMS Modernization Solution;
- Design, development, testing and execution of the data extract processes to extract data from legacy systems for the purpose of testing the Data Migration transform and load processes, and for the purpose of extracting the data required to be migrated from legacy systems to the OMS Modernization Solution Production Environments;
- Decommissioning of the legacy OMS and/or related subsystems;
- Migration of historical OMS data that is not being used in the OMS Modernization Solution, into an alternative database; and
- Creation of Standard Operating Procedures (SOPs) for the new support processes.

Additional Services may also be required for the following types of services, in support of Canada's Beyond2020 (<https://www.canada.ca/en/privy-council/services/blueprint-2020/beyond-2020.html>) initiative to modernize and transform the Public Service, and Canada's Digital Operations Strategic Plan 2018-2022:

- Advanced Analytics capabilities to augment the OMS Modernization Solution;
- Machine Learning or Artificial Intelligence capabilities that may streamline business processes or provide innovation to CSC;
- Integration with the Internet of Things (IoT) to automate the collection/identification of business events and/or asset lifecycle management; and
- Incorporation of Robotic Process Automation (RPA) to streamline business processes and/or provide efficiencies for repetitive tasks.

10.1 Professional Services Resource Categories

The following professional services resource categories must be used for all estimating activities and subsequent performance of the Additional Services:

Resource Category	Responsibilities
➤ Solution Architect	<ul style="list-style-type: none"> ➤ Work with CSC to architect and design the technology Solution; ➤ Work with the CSC Business Lead and Technical Lead to architect and design the technology Solution which will enable business objectives and outcomes; ➤ Provide guidance and expertise in the definition, design and delivery of the Solution; ➤ Work directly with business representatives to understand the specific requirements that are driving the need for the technology Solution; ➤ Plan and implement design activities; ➤ Plan the technical requirements to transition a design into a working Solution; ➤ Participate in the design of the Solution and participate in all remaining phases to verify that the technical design is installed, configured and documented correctly; and ➤ Provide guidance on training requirements to ensure the technology Solution will be supported and maintained appropriately after implementation is complete.
➤ Application Architect	<ul style="list-style-type: none"> ➤ Develop technical architectures, frameworks and strategies for a major application area, to meet the business and application requirements;

Resource Category	Responsibilities
	<ul style="list-style-type: none"> ➤ Identify the policies and requirements that drive out a particular Solution; ➤ Analyze and evaluate alternative technology Solutions to address business problems; ➤ Ensure the integration of all aspects of the technology Solution; ➤ Monitor industry trends to ensure that the Solution fits with government directions for technology; ➤ Evaluate existing procedures and methods, identify and document database content, structure, and application sub-systems, and develop data dictionary; ➤ Define and document interfaces of manual to automated operations within application subsystems, to external systems and between new and existing systems; ➤ Define input and output sources, including detailed technical design; and ➤ Identify and document system specific standards relating to programming, documentation and testing of the Solution.
➤ Data Architect	<ul style="list-style-type: none"> ➤ Develop and maintain data models for CSC departmental and project specific initiatives; ➤ Identify the data most valuable to CSC, the integration of this data, and the development of core relating data models based on data architecture and modeling design principles; ➤ Design, develop and maintain Logical and Physical Data Models;

Resource Category	Responsibilities
	<ul style="list-style-type: none"> ➤ Analyze proposed changes to databases from the context of the Logical Data Model; ➤ Provide technical expertise in the use and optimization of data modeling techniques to team members; ➤ Provide technical assistance, guidance and direction in terms of data analysis and modeling to team members; ➤ Provide assistance to project team and business clients relating to data issues and data analysis concepts; ➤ Participate in the development of data modeling and metadata policies and procedures; ➤ Comply with departmental data architectures, strategies and frameworks, including enterprise data warehouse activities; and ➤ Analyze and evaluate alternative data architecture options to address business problems and requirements to be incorporated into CSC's departmental data architecture.
➤ Security Architect	<ul style="list-style-type: none"> ➤ Work with the CSC and Solution Architect Lead to architect and design security components; ➤ Work with the business lead to architect and design security components which will enable the target business operating model; ➤ Provide guidance in the definition, design and project delivery of security services; ➤ Work directly with business representatives to understand the specific security requirements that are driving the need for the technology Solution to be designed;

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Resource Category	Responsibilities
	<ul style="list-style-type: none"> ➤ Plan and implement the security design activities required; ➤ Assist technical colleagues throughout the course of the project; ➤ Formulate a design plan that factors security technology investments and risks while providing value by improving business processes and eliminating unnecessary complexities; ➤ Plan the technical requirements to transition a security design into a working Solution; ➤ Participate in the solution design of the project and participate in all remaining phases to verify that the technical design is installed, configured and documented correctly; ➤ Provide guidance on training requirements to make sure the technology Solution will be supported and maintained appropriately after implementation is complete; ➤ Inform CSC of security trends relevant to the environment; ➤ Provide recommendations to help reduce risk and improve security posture; ➤ Respond to security related inquiries; ➤ Assist with complex changes in the environment; and ➤ Assist with implementation of new security features.
➤ Application Functional Analyst	<ul style="list-style-type: none"> ➤ Develop and document functional, business, and system requirements specifications;

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Resource Category	Responsibilities
	<ul style="list-style-type: none"> ➤ Develop and document screen, report and interface requirements; ➤ Gather and analyze information to establish the functional needs; ➤ Develop, test and implement applications; and ➤ Document forms, manuals, programs, data files, and procedures.
➤ Systems Analyst	<ul style="list-style-type: none"> ➤ Develop system requirements and specification documents; ➤ Translate business requirements into systems design and specifications; ➤ Analyze and recommend alternatives and options for the Solution; and ➤ Develop technical specifications for systems development, design and implementation.
➤ Programmer / Software Developer	<ul style="list-style-type: none"> ➤ Analyze business and technical problems identified by systems analysts and designers; ➤ Develop and prepare plans to address business and technical problems; ➤ Design detailed programs, including flow charts and diagrams; ➤ Translate detailed flow charts into coded machine instructions and confer with technical personnel in planning programs; ➤ Verify the accuracy and completeness of programs by preparing sample data, and testing them; and

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Resource Category	Responsibilities
	<ul style="list-style-type: none"> ➤ Correct program errors.
<ul style="list-style-type: none"> ➤ Data Conversion / Migration Specialist 	<ul style="list-style-type: none"> ➤ Design, develop and implement data migration processes (e.g., extract, transform, load); ➤ Define and test data conversion mappings, and execute mock data conversions; ➤ Perform actual data conversions, and verify completeness and accuracy of converted data; and ➤ Analyze and coordinate data file conversions.
<ul style="list-style-type: none"> ➤ Database Administrator 	<ul style="list-style-type: none"> ➤ Customize database conversion routines; ➤ Generate new data structures to meet CSC's needs; ➤ Maintain data dictionaries; ➤ Develop and implement procedures that will ensure the accuracy, completeness, and timeliness of data stored in databases; ➤ Develop and implement security procedures for databases; ➤ Maintain configuration control of databases; ➤ Perform and coordinate updates to database designs; and ➤ Control and coordinate changes to databases, including the deletion of records, changes to the existing records, and additions to the database.
<ul style="list-style-type: none"> ➤ Tester 	<ul style="list-style-type: none"> ➤ Plan, coordinate and supervise testing activities; ➤ Manage and monitor test plans for all levels of testing;

Resource Category	Responsibilities
	<ul style="list-style-type: none"> ➤ Develop test scenarios, test scripts, and expected test results; ➤ Create, maintain and refresh test data; ➤ Establish software testing procedures for various stages of testing (e.g., unit testing, integration testing and regression testing) with an emphasis on automating the testing procedures; and ➤ Execute test scripts, log application errors or defects, and document actual test results.
➤ Training Specialist	<ul style="list-style-type: none"> ➤ Assess the training needs and requirements of target audiences; ➤ Develop training objectives; ➤ Plan, design, develop and conduct training courses; ➤ Develop training materials; ➤ Plan and monitor training activities; ➤ Recommend instructional media and delivery strategies; ➤ Develop training performance measurement standards; and ➤ Prepare end users for implementation.
➤ Analytics Lead	<ul style="list-style-type: none"> ➤ Develop and review documentation for analytics work packages including confirmed scope, budgetary requirements, schedules, composition, roles and responsibilities and terms of reference for the project team; ➤ Develop and manage detailed schedules;

Resource Category	Responsibilities
	<ul style="list-style-type: none"> ➤ Manage work package level risks and issues; escalate risks and issues outside of control of the work package team; ➤ Define team member resource requirements, roles and responsibilities; ➤ Report progress of the work package on an ongoing basis and participate in project management and cross-functional team meetings as required during the lifecycle of the project; ➤ Identify and review RFCs and participate in the management of change processes as required; and ➤ Manage all Analytics design and development activities and quality assurance processes for the work package.
<ul style="list-style-type: none"> ➤ Analytics Data Scientist 	<ul style="list-style-type: none"> ➤ Conduct advanced data analysis and designs highly complex data algorithms and models including predictive and prescriptive analysis and simulations; ➤ Lead discovery processes with stakeholders to identify business requirements and expected outcomes; ➤ Model business and data scenarios for maximum business impact; ➤ Identify and leverage internal and external data sources and collection processes; ➤ Present and depict the findings and rationale in easy to understand terms for business stakeholders; and ➤ Develops guidelines and best practices to ensure data standardization and consistency.
<ul style="list-style-type: none"> ➤ Analytics Data Modeller 	<ul style="list-style-type: none"> ➤ Interact with both functional and technical stakeholders to understand business needs, identify architectural

Resource Category	Responsibilities
	<p>options, evaluate options and make recommendations that return analytic business value;</p> <ul style="list-style-type: none"> ➤ Analyze data, profile data, validate patterns, develop hypothesis on data and prove out hypothesis; ➤ Define data modeling layers to enable the development of high value, analytic components aligned with business needs; ➤ Define and develop physical and logical complex data models to support reporting, mining and analysis needs, including predictive and prescriptive models; ➤ Collaborate with business stakeholders and data owners to successfully implement business analytics components; ➤ Develop technical solutions to solve complex analytic problems; and ➤ Design scalable data Analytics platform and components and develop visualization and reporting solutions.
➤ Analytics Data Analyst	<ul style="list-style-type: none"> ➤ Meet with business and technical stakeholders to gather and document requirements; ➤ Analyze information to establish the functional needs of the Analytics solution; ➤ Develop and document functional, business, and system requirements specifications for analytic solutions; ➤ Develop and document screen, report and interface requirements; ➤ Design methods and procedures for the Analytics solution;

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Resource Category	Responsibilities
	<ul style="list-style-type: none">➤ Develop, test and implement reports and analytic models; and➤ Document forms, manuals, programs, data files, and procedures.
<ul style="list-style-type: none">➤ Analytics Data Engineer	<ul style="list-style-type: none">➤ Make the appropriate data accessible to data scientists or data analysts;➤ Help data scientists to prepare data;➤ Assist with initial data exploration steps (including, but not limited to binning, pivoting, summarizing and finding correlations);➤ Catalogue existing data sources and enable access to resident and external data sources; and➤ Support Stakeholders to establish and enforce guidelines for data collection, integration and processes.

Appendix 1 – Business Capability Descriptions

Modernizing CSC's OMS requires changes to a wide variety of business capabilities. Many of the business capabilities must support and comply with CSC's legislative responsibilities under the *Correctional and Conditional Release Act* (<https://laws-lois.justice.gc.ca/eng/acts/C-44.6/index.html>). The detailed requirements are provided in Appendix 4 - Solution Requirements.

1. ENABLING CAPABILITIES

In addition to CSC specific business capabilities and associated requirements, CSC has identified general, enabling business capabilities and developed a set of associated functional business requirements. The requirements for the individual business capabilities are built upon these key enabling capabilities common to many of the subsequent business requirements. These general requirements are organized according to the themes described below:

General Requirements: Themes	Description
1. Business Process Workflow Management	CSC has developed business process models for each business capability, and these will be available to assist in the configuration of the Solution. Business process workflow management is a key aspect of a Solution for CSC as it determines the specific steps required to complete a business process, how related tasks are assigned and managed, and when approvals and authorizations are needed. The workflow functionality also needs to manage notifications and events or calendars.
2. Case Management	A case is a collection of data or information related to or belonging to a specific entity such as a person (e.g. offender, victim, or visitor) or object (e.g. grievance, incident). A case follows one or more business process workflows.
3. Case Assignment	Case assignment ensures that one or more users is responsible for a case, and that a user's access is limited to

General Requirements: Themes	Description
	their roles or responsibilities. For example, an offender case can be assigned to an officer and to a manager, each with a different role(s) in relation to that case.
4. Task Management	Tasks are determined by the activities and gates within a business process workflow. The work function or task is determined by the role a user has in a particular business process workflow for a specific assigned case.
5. Acknowledgement and approval	While most workflows have gates (a point requiring a decision), not all gates require a formal authority or acknowledgement. A workflow with such a gate may have legal or other implications for CSC, and a formal approval authority or acknowledgement is required for such a gate.
6. Forms	For a modern OMS, a form is a point in a business process workflow where specific information associated with an activity or gate must be provided in order to advance the workflow to the next step or stage. Forms can be very simple (one field, such as setting status) or complex (multiple fields, with associated rules and permissions).
7. Templates	A template is a grouping of common elements, with associated validation rules, for use in one or more forms or reports.
8. Reporting	Standard reports are specific, formatted outputs associated with an activity in a recurring business process workflow. For example, an Assessment for Decision is a report based on data gathered on an offender case, and regularly produced at a particular point in the management of an

General Requirements: Themes	Description
	offender case. Standard reports may also provide information in relation to multiple cases in a workflow.
9. Document Management	CSC must manage a number of documents from a variety of sources. Requirements associated with Business Capability 2: Case Documentation focus on documents related to the initial profile and sentence needed to establish and manage an offender case. Document management requirements exist across CSC, although the Solution may reduce CSC's demand for document management.
10. Information Management	CSC must manage information in keeping with the Commissioner's Directive on Information Management, and in alignment with federal policies on information management. Some information, such as that related to an offender who has passed the Warrant Expiry Date, can be archived and then restored if the offender is readmitted into federal custody.
11. Help and System Tutorials	CSC must ensure that its user community is able to operate the Solution with minimal need for support.
12. Access Control	CSC needs to ensure that only users with the right access, roles and responsibilities, and the right security level, are able to retrieve and modify information and data in its OMS.
13. Networked Resources	CSC needs to ensure the Solution provides access to key network resources, such as printers or network attached storage.

General Requirements: Themes	Description
14. Bilingualism	CSC needs to ensure the Solution works in both official languages (English and French).

Reference Appendix 4 – Solution Requirements for the list of requirements by capability and theme.

2. PROFILE MANAGEMENT

2.1. Capability Overview

When an offender is first sentenced with an offence that places the offender under federal jurisdiction, the process of gathering profile information needed to identify and track the offender, authorize the offender into custody, process his or her sentence accurately, and conduct risk assessments begins. The gathering and updating of profile information continues throughout the offender's sentence until their release from CSC custody or supervision.

Profile management involves processing all background information that CSC is legislatively required to collect on offenders, from sentencing through to release from CSC custody or supervision. Information about the offender that must be processed includes:

- Information about the person's personal history, including the person's social, economic, criminal and young offender history;
- Any reasons and recommendations relating to the sentencing or committal that are given or made by:
 - (a) the court that convicts, sentences or commits the person; and
 - (b) any court that hears an appeal from the conviction, sentence or committal;
- Any reports relevant to the conviction, sentence or committal that have been submitted to a court; and
- Any other information relevant to administering the sentence or committal, including existing information from the victim, the victim impact statement, and the transcript of any comments made by the sentencing judge regarding parole eligibility.

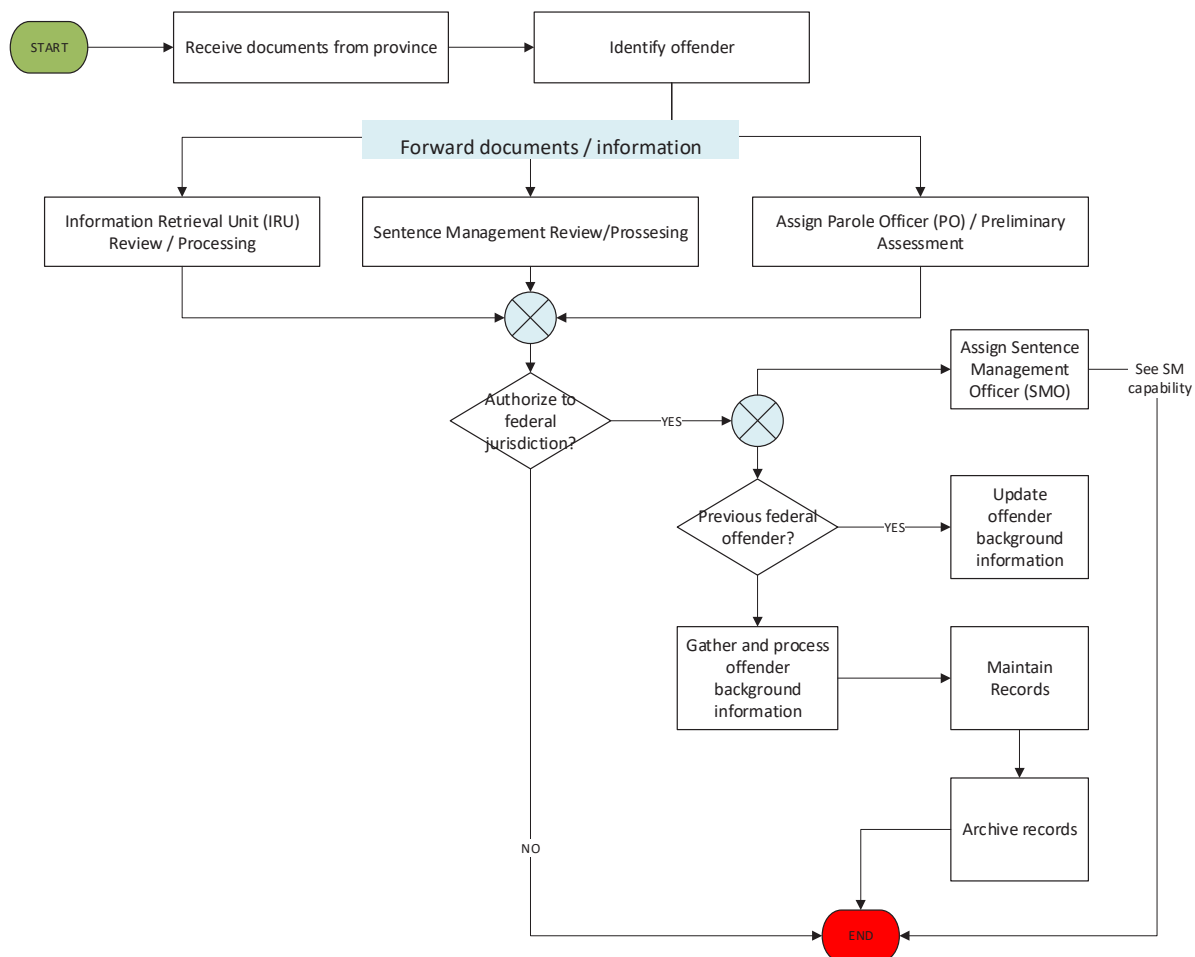
The offender profile information includes:

- Identity data (tombstone data), such as the offender's personal information (date of birth, sex, gender, etc.), fingerprints, credentials (photos, physical features such as tattoos or facial features, personal ID/documents, etc.);
- Criminal profile information including criminal history, etc.; and
- Information important to the offender's care and the care of other offenders during their incarceration, such as any special needs and concerns (security, suicide, etc.), criminal and gang affiliations, and other considerations.

This information is used to establish an offender case file, which is critical in the overall management of the offender.

2.2. Current Business Process Overview

High-Level Workflow:



Business Process Overview

- The process starts when an offender has undergone provincial sentencing and the sentence indicates federal jurisdiction.
- CSC receives the documentation from the province. The documentation can be received by paper, fax or email, and includes court documents, police records, etc. The information received is used to identify the offender. If the offender does not already exist in the system, a new offender case is created.
 - A recent memorandum of understanding (MOU) with the provinces will eventually result in CSC receiving electronic versions of all documents from the province, with the intention of completely replacing the paper process, with a few exceptions. Each province and CSC will establish a link so that files and documents can be moved directly to CSC for retrieval.
- The information is distributed to, or retrieved by, the Information Retrieval Unit (IRU) and Sentence Management (SM), and a parole officer (PO) is assigned to the case.
 - **IRU:** reviews and processes the received documents. The documents are scanned, categorized, and saved to PCIMM (Police Court Information Module). If any gaps are identified or documentation is missing, it is requested from the province for processing;
 - **Community PO:** uses the information for the preliminary assessment.
- **Sentence Management Officer (SMO):**
 - Verifies that the offender's tombstone information is entered and up to date in the system (per CD 703, s. 13); recording and maintaining the vital identity information on offenders is the responsibility of SM.
 - Determines whether the offender will be authorized into federal jurisdiction.
 - If YES -> Case assigned to SM (*refer to Sentence Management capability for process overview and requirements*)
 - If NO -> collection of profile data stops.
 - * Profile data is also collected for offenders that may never come to federal custody but are still managed by CSC.
 - For offenders previously in federal custody, their background information is retrieved, potentially from archive (digital or paper). The information is updated, including profile data, risk factor information, personal history, criminal history, victim information, and other any relevant information.
 - Otherwise, the following information is captured: profile data, security risk factors, offence background, personal history, criminal history, victim, and any other relevant information.

- Profile information is maintained as new details become available about the offender. For past offenders, records are archived.

2.3. Problem/Opportunity Statement

Information about an offender can change. Current processes to re-validate or update key background information after the initial offender intake are manual, cumbersome, redundant, and open to potential human error in data entry. Additionally, important supporting information, such as the availability of interventions to support the offender and other offender social history components is not well integrated into the overall process. This leads to reduced effectiveness in sentence planning and a less than optimal ability for specialized case plans to meet the unique needs of each offender.

2.4. Future State

CSC is seeking to modernize and improve the profile management function, to ensure that information about an offender is captured up front in a manner that facilitates ongoing offender management, for example, during sentencing and assessments. In the future, profile management should:

- Establish a process to re-validate or update background information and case specific factors as they arise from a variety of information sources;
- Improve the visibility, processing and timely review of relevant offender case factors in order for parole officers to be aware of these factors and be able to more readily integrate them into their analysis, planning, and decision-making in a clear, transparent, and structured manner and
- Improve the layout and display of information to make it easier for users to find, update, or to understand the state of profile information about any one offender or about a number of offenders that make up the caseload for one or more CSC staff.

2.5. Desired Business Outcomes

Improvements under this capability will support the outcomes of increased efficiency, improved effectiveness, and enhanced flexibility. Specific outcomes include:

- Improved timeliness and accuracy of background information, to enable case management and planning of offenders and the quality of the reintegration and rehabilitation plan for each offender; and
- Modernized flow of information and the availability of data which will produce more effective case management.

2.6. Business Requirements

The business requirements have been grouped into themes. Reference Appendix 4 – Solution Requirements for the list of requirements by capability and theme.

2.7. Sources

Public links to policy: CD 705-1 Preliminary Assessments and Post-Sentence Community Assessments	https://www.csc-scc.gc.ca/acts-and-regulations/705-1-cd-eng.shtml
CD 705-2 Information Collection	https://www.csc-scc.gc.ca/acts-and-regulations/705-2-cd-eng.shtml
Corrections and Conditional Release Act (CCRA)	Corrections and Conditional Release Act (CCRA), sections 3 , 3.1 , 4 , 23 , 24 , 81 and 84

3. CASE DOCUMENTATION

3.1 Capability Overview

The documentation associated with an offender is critical to the effective management of that offender, for example, to create the offender case file, authorize the offender into custody, and to apply a sentence. Such documentation is commonly provided to CSC as court records, police reports, or in other formats such as the legislation in force at time of conviction. Further, in the management of an offender at CSC, a great deal of information about each offender is contained in documents such as referral reports, decision records, correctional plans, and community strategies, often created from data contained in the current OMS. All such documents must be retained once created, and must be managed consistent with information management practices at CSC.

By improving the digitization and management of internally and externally created documents, and by ensuring captured data related to those documents is better structured, a modern Solution should help to reduce the burden of document management and improve the ability of CSC to create timely reports. These improvements should also assist with analysis, searching, or using the information to support a range of decisions, helping to ensure CSC is compliance with the terms of any sentence.

3.2 Problem/Opportunity Statement

Currently, CSC must manage a number of external and internal documents associated with an offender's case to ensure that key documents are referenced and can be accessed in a timely manner. While there are a few instances where CSC enters information (for example, a case work record or memo to file) in a more structured manner, the information contained in such records is relatively inaccessible without

extensive analysis and review. This becomes inefficient in determining the offenders' progress and or limit the usefulness of such information to support any research, evaluation, audits, or structured monitoring. Modernization of the OMS presents CSC with an opportunity to better manage documentation associated with an offender's case, streamlining information processing at the early stages and simplifying the creation of documents needed to support offender management decision-making, grievances, placements and/or releases.

3.3 Future State

In future, the Solution will provide a redesigned approach to the receipt, creation and management of documentation associated with an offender file that supports or builds on the use of more structured data derived from a modern OMS. In future, documents will be available as reference sources or can be created electronically, accessible by those with the appropriate security and access at any point while an offender is under CSC custody or supervision. Further, versions of documents will be created and managed in a manner that ensures they are accessible, and that the source of any change can be identified.

3.4 Desired Business Outcome

Case Documentation ensures that information required to properly manage an offender throughout their sentence is accessible. The Solution will improve effectiveness, increase efficiency and enhance flexibility, for example, by:

1. Improving the efficiency of offender management by providing streamlined, secure access to documents associated with an offender's case;
2. Supporting improved effectiveness by increasing the capacity of CSC to manage offender case documentation and by assisting with progress monitoring, decisions and documentation analysis; and
3. Improving the efficiency of document management itself, by ensuring business rules related to retention, security and accessibility are applied consistently, adapting the information retained and structure of information based considerations of the costs and benefits of offender documentation.

3.5 Business Requirements

The business requirements have been grouped into themes for this business capability. Reference Appendix 4 – Solution Requirements for the list of requirements by capability and theme.

3.6 Sources

Internal Audit March 2018	Recommendation #3: The Assistant Commissioner, Correctional Operations and Programs and the Assistant Commissioner, Health Services should establish and implement a monitoring and reporting plan for the management of situations that includes developing key performance indicators and information monitoring and reporting requirements.
Auditor General Report #6 spring 2015	<p>CSC should investigate the reasons for the increase in waivers and postponements for parole (especially in the case of low risk offenders). CSC should assess the risks associated with release from medium or maximum security institutions.</p> <p>CSC should clarify which documents are required for the integrity of initial assessment. CSC should strengthen the controls in place to ensure updates to the Correctional Plan.</p>

4. OFFENDER SENTENCE MANAGEMENT

4.1 Capability Overview

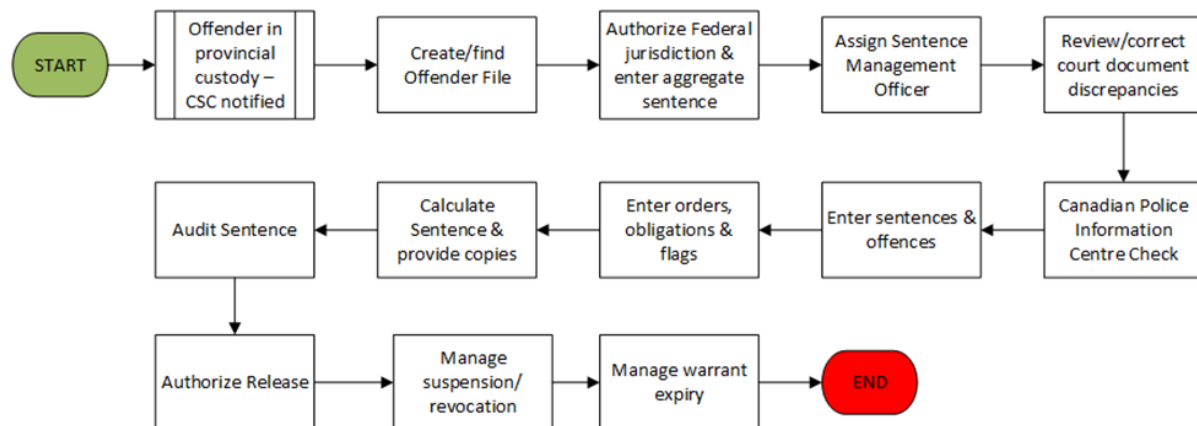
Sentence management refers to the management and structuring of offender sentences in accordance with the law to administer sentences imposed by the courts. In Canada, the Federal system CSC, is responsible for offenders serving sentences of two or more years.

Sentence management staff review and analyze court-imposed sentences and other related information. They verify that the courts have imposed sentences and orders that comply with the Criminal Code of Canada and other laws. This ensures every offender admission to or release from CSC is in accordance with current Canadian law.

The sentence management process includes collecting, analyzing and researching information to structure the sentence length and conditional release eligibility dates. Additional sentences imposed by the court require review and possible revisions to the sentence structure.

4.2 Current Business Process Overview

High-Level Workflow:



Business Process Overview

- The Sentence Management (SM) process begins when a notice is received that an offender is in provincial custody. CSC staff create (or use an existing) offender file and capture the required information. SM staff verify the documentation, authorize the offender into federal jurisdiction, and enter the aggregate sentence into the system;
- Once it's confirmed that the case falls under federal jurisdiction, it is assigned to a Sentence Management Officer (SMO) who will manage the case throughout its lifecycle;
- When the adult offender is in CSC custody, the team verifies the offender's citizenship status, and confirms whether the offender has dual status to determine physical custody needs. The court documents are reviewed and any discrepancies are addressed;
- The sentence and offences are entered as well as orders, obligations, and flags which capture additional information provided to CSC by the court that must be considered;
- The aggregate sentence is constructed and sentence completion and eligibility dates are calculated. The information is entered into OMS for use by CSC and PBC, and provided to the offender;
- At the earliest, sentences are audited at 6 months after the offender receives the initial sentence. They are performed to ensure accuracy in the data collected and to identify missed information and errors;
- Sentence Management authorizes release from custody (except for escorted and unescorted temporary absences). SM must monitor the offender's case as the offender approaches release to ensure the offender is eligible and not kept beyond the date CSC is legally obliged to release them;

- SM will not need to manage suspension and revocation for all cases, but will need to be involved should they occur following release; and
- Completion of the offender's sentence requires release authorization and archival of the offender's digital file. This could be combined with Manage Long Term Supervision Order (LTSO) and Record expiration of sentence. Regardless of how the offender's sentence ends, SM is required to manage or authorize its end.

4.3 Problem/Opportunity Statement

In April 2015, the Sentence Management Business Model evolved, and a caseload approach was adopted. The approach widened the scope of work for Sentence Management Officers from their sites to a regional distribution of cases. The caseload approach introduced a significantly high movement of files between institutions and has created an unforeseen administrative burden on administrative services who are responsible for file transfers.

In 2018, CSC Internal Audit released a report, which stated that the tested sample produced errors in 2 of 49 high profile offender files reviewed. The Audit recommended that CSC could improve its administration of sentence calculations by:

- Reviewing existing file management practices to find efficiencies;
- Enhancing system functionality to better support data input, analysis, and monitoring; and
- Promoting the development of automated tools to support sentence calculation.

4.4 Future State

In the future, the Solution will provide a flexible, accurate sentence management capability that provides greater automation of sentence calculations, facilitates processes updates, reviews and quality assurance measures, and supports the timely release of offenders into the community. Specific improvements include, but are not limited to:

- The evolution of sentence construction through an automated system that calculates the sentence and allows overrides to reduce the manual entry of sentence information and eligibility date calculations;
- Digital offender document files to streamline and innovate auditing functions and make documentation easily accessible; and
- Ensure sentence calculations, including any changes to sentencing, are supported by references to sentence documentation, and legislation or regulations in force at the time of sentencing.

4.5 Desired Business Outcomes

Improvements under this capability will support the outcomes of increased efficiency, improved effectiveness and enhanced flexibility. Specific outcomes include:

- Calculating sentences within the system to alleviate “side of the desk” activities.
- Creating an effective Bring Forward (BF) system for Sentence Management.
- Making offence codes that are consistent with the *Criminal Code* and other laws, allowing for periodic updates to such codes.
- Capturing sentence data easily and effectively.

4.6 Business Requirements

The business requirements have been grouped into themes for this business capability. Reference Appendix 4 – Solution Requirements for the list of requirements by capability and theme.

4.7 Sources

Public links to policy CD 703 Sentence Management	https://www.csc-scc.gc.ca/lois-et-reglements/703-cd-eng.shtml
Internal Audit Sector, 2019, Review of Sentence Management	Enhancing system functionality to better support data input, analysis, and monitoring; and promoting the development of automated tools to support sentence calculation.

5. OFFENDER ASSESSMENT MANAGEMENT

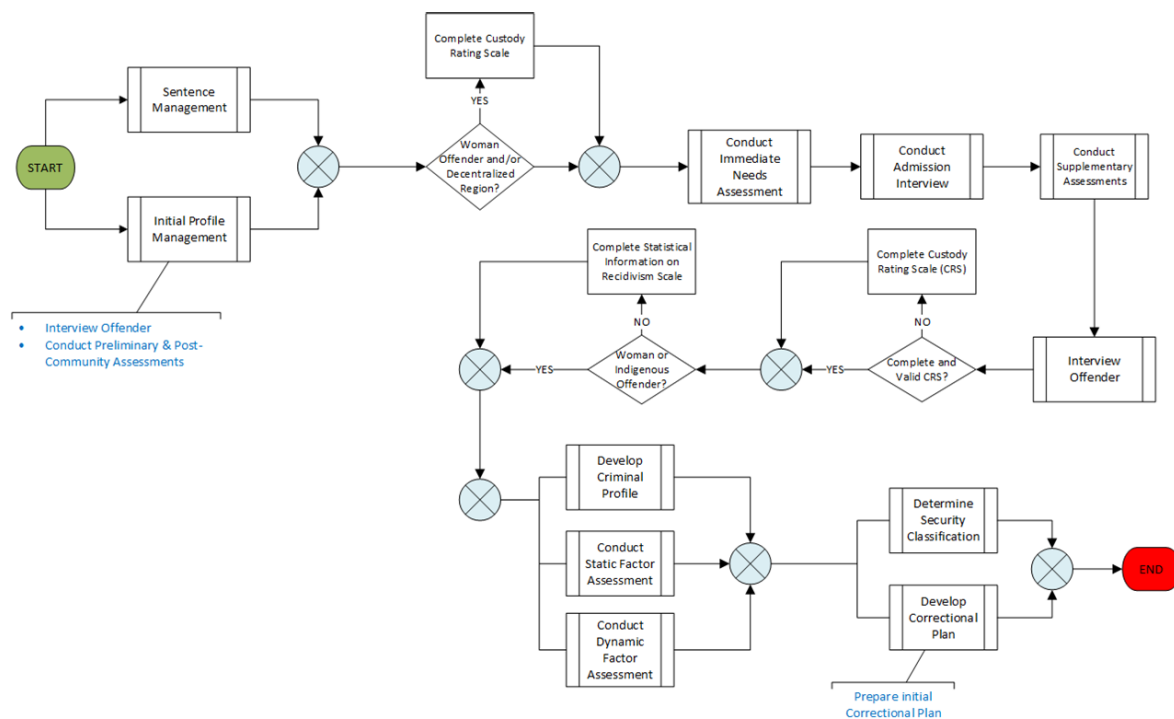
5.1 Capability Overview

CSC collects information about an offender immediately after sentencing and throughout their sentence until their criminal sentence end date (Warrant Expiry Date (WED)) or Long-Term Supervision Order (LTSO) end date. At intake, CSC collects and verifies documents provided by courts, police and the sentencing jurisdiction.

Information is collected to support the assessment of the offender's risk and needs. CSC applies a set of standard assessment tools such as the custody rating scale, in order to apply static¹ and dynamic² risk assessments. Assessments are also used to inform placement decisions, to understand the progress of an offender in meeting correctional objectives, to facilitate decisions including in relation to releases or absences, and to determine what programs or interventions can be applied to reduce the risk the offender will reoffend at the end of their sentence.

5.2 Current Business Process Overview

High-Level Workflow:



Business Process Overview

The process starts during the intake assessment process and following admission into custody. CSC interviews the offender to collect required information and assessments begin. In parallel, Sentence

¹ <https://www.csc-scc.gc.ca/acts-and-regulations/705-6-cd-en.shtml#6>

² <https://www.csc-scc.gc.ca/acts-and-regulations/705-6-cd-en.shtml#2.6>

Management procedures are in place to verify admissions, calculate parole eligibility and other key dates, and to address any issues pertaining to the administration of the sentence.

During the intake process, the following are completed:

- Preliminary and Post-Sentence community Assessments to identify the activities and requirements after federal sentencing.
- The Custody Rating Scale (CRS) to determine the security classification during admission to custody. Note, to update the CRS, the Security Reclassification Scale (SRS) (for men) and the Security Reclassification Scale for Women (SRS-W) are used.
- An Immediate Needs Assessment is performed to identify the offender's immediate needs on admission and to provide standards for the admission interview.
- Supplementary assessments are conducted as required to provide additional information about each specific dynamic risk factor. These assessments may include:
 - Mental health screening and assessment
 - Psychological/psychiatric risk assessment report
 - Substance abuse assessment (CASA)
 - Employment assessment at intake
 - Family violence risk assessment (FVRA)
 - Sex offender assessment
 - Elder review
- The Statistical Information for Recidivism Scale (SIR) is a statistically-driven tool for predicting the recidivism of offenders released from Canadian institutions and is a component of pre-release decision activities. It is used for federal non-Continuum of Care male offenders only. Indigenous, women and provincial offenders are excluded from SIR use.
- Static Factor Assessment (SFA) is a structured professional judgement assessment designed to help staff determine the appropriate level of intervention for offenders.
- The Dynamic Factor Identification and Analysis Revised Assessment Report (DFIA-R) is the primary instrument for assessing dynamic factors upon offender's admission to federal custody. Its main function is to identify and prioritize criminogenic needs.

The information obtained from the assessments and interviews is used to develop the criminal profile, correctional plan, and security classification level.

5.3 Problem/Opportunity Statement

Given the reliance on documentation rather than structured information, the process of completing assessments to support appropriate placements and planning interventions that reduce recidivism and public safety risk is complex and labour intensive. There is a lack of structured data to support the completion of assessments or to enable the reassessment of an offender's progress post-intake. As a result, the quality of assessments varies based on difficulties in accessing key information in a timely manner, or potential human biases (for example, conservative assessments in the face of incomplete information). In addition, there is limited program integrity data to support analysis around the relative contribution of interventions, services, and activities to an offender's successful reintegration into society as a law-abiding citizen.

5.4 Future State

For Assessments, CSC is looking to redesign the business processes based on innovative technologies that ensures assessment data is streamlined, structured and supports consistency in the application of different assessment tools based on a set of business rules. CSC's focus is on delivering its core business needs, which support a streamlined, structured process for conducting static and dynamic assessments, for example:

- By providing a more structured system whereby CSC staff have better access to the data and information they need to conduct assessments;
- By prepopulating assessments, or by automating the completion of initial assessments, to better inform interventions and case planning activities, while adopting factors and accommodating the uniqueness of each offender; and
- By ensuring the information needed to complete assessments is more readily accessible, and is structured in ways that enable consistent assessments by the CSC staff.

5.5 Desired Business Outcome

As assessments are key to placements, interventions and case planning, a transformational Solution will improve effectiveness, enhance flexibility and increase efficiency, for example, by:

1. Streamlining the assessment process at intake, enabling specific factor assessments to be applied based on data and information that may have been entered during initial profile and sentence management.

2. Improving the flexibility of the dynamic risk reassessment process to assist with determining an offender's level of risk and progress towards reintegrating into society throughout their time with CSC.
3. Tracking program integrity indicators across CSC programs, interventions, services, and activities to better determine their relative contribution towards reintegration and rehabilitation.
4. Reducing the time and effort required to complete assessments.

5.6 Business Requirements

The business requirements have been grouped into themes for this business capability. Reference Appendix 4 – Solution Requirements for the list of requirements by capability and theme.

5.7 Sources

Auditor General Report #6, Fall 2018	Ensure parole officers monitor offenders as often as standards require and monitor special conditions imposed by the Parole Board of Canada. There is a need to strengthen compliance monitoring through the existing corporate reporting system
Auditor General Report #5 Fall 2017	CSC should find ways to improve the initial security classification for women. Overrides should be monitored.
Auditor General Report #3 Fall 2016	CSC should ensure that Indigenous offenders are assessed for a possible reduction in security level following significant events (completion of programs etc.) to support reintegration. CSC should examine the extent that Pathways initiatives and healing lodges contribute to the timely and successful release of Indigenous offenders into the community.
Auditor General Report #6, Spring 2015	CSC should investigate the reasons for the increase in waivers and postponements for parole (especially in the case of low risk offenders). CSC should assess the risks associated with release from medium/maximum security. CSC should clarify which documents are required for the integrity of initial assessment. CSC should strengthen the controls in place to ensure updates to the Correctional Plan.

Evaluation Report Health Services March 2017 - File # 394-2-96	Recommendation: Increase the efficiency of health-related intake assessment processes. Collect data on wait times to access selected specialist services for non-urgent care and implement strategies if wait times exceed Canadian benchmarks.
Corrections and Conditional Release Act (CCRA)	https://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-3.html For example, see sections 23 and 28.

6. OFFENDER PLACEMENTS AND TRANSFERS

6.1 Capability Overview

Once an offender is authorized into custody, the offender is placed into an institution based on an assessed security level. Offenders can be transferred from one facility to another if the offender level of assessment changes. For example, in the instance that there is a security incident involving the offender, or if CSC determines that the activities associated with an offender's correctional plan can be better addressed at a different location. Offenders can be transferred for a variety of other reasons, such as:

- To support attendance at court proceedings;
- Emergency situations resulting in the immediate need to transfer an offender;
- Transfer to a CSC treatment centre to address medical and/or mental health needs;
- Where applicable, transfers to a healing lodge;
- International transfers, for example, when an offender is being deported; or
- Where a transfer is needed to support a conditional release.

Through offender placements and transfers, CSC must:

- 1) Effectively manage institutional populations to provide environments consistent with an offender's security requirements;
- 2) Facilitate inmates' participation in correctional programs and/or other interventions identified on their Correctional Plan;
- 3) Facilitate care and custody of an offender in an Indigenous community where services address the rehabilitation through cultural, spiritual, and traditionally relevant interventions and programming;
- 4) Facilitate access to an Indigenous community with the capacity to provide services and benefits with a positive environment to assist offenders in becoming law-abiding citizens, and;

CSC manages populations based on their security level, access to programming, and proximity to community supports, among other factors. All transfers are currently managed through OMS, which is used to track the location of an offender, their personal items and to provide information important to the transfer, for example, a security briefing.

- The outputs from the intake assessment, along with considerations of other factors, are used to make the recommendations for the penitentiary placement. These factors include, but are not limited to:
 - Offender Security level;
 - Security threat group affiliations;
 - Availability of correctional programming and other interventions;
 - Terrorism convictions;
 - Dangerous Offender designation; and
 - Community and family support.
- Once the penitentiary placement is approved, the offender is transferred from the Intake Assessment Unit to the designated institution.
- Transfers can occur for several reasons. They can be requested by the inmate for different reasons such as community and family support. They can also be recommended in order to obtain programming or interventions, or for medical treatment at a CSC Treatment Centre. An emergency transfer may also be required as a result of an incident where an immediate safety and security threat exists.
- Most transfer scenarios require specific documentation, reviews, and approvals; however the business rules can vary depending on the situation.
- Prior to a transfer, the sending institution prepares all required documentation and information is prepared for the receiving site. The need for victim notifications and/or information sharing for high-profile offenders are taken into consideration.
 - The required information and Assessments for Decision (A4Ds) are determined by the type of transfer proposed and the corresponding business rules.
- Depending on the reason for transfer and in accordance with policy, information surrounding the circumstances of the transfer is shared with the offender. In some circumstances, the offender may submit a rebuttal against the transfer. Rebuttals are reviewed and decided upon by the responsible authority.
- If required, the receiving institution completes all relevant screenings and assessments in accordance with policy.

6.3 Problem/Opportunity Statement

When placing an offender, CSC is not easily able to determine what CSC programs are available at other locations. Currently, much of the cell placement within an institution is driven by structured professional judgement.

Current administrative processes in place for managing accommodation resources, adequately supporting planning efforts, and identifying gaps and relationships with existing and prospective accommodation providers are inefficient, labour intensive, and insufficient to support intermediate to long term planning. CSC has developed an Offender Accommodations Management (OAM) system to effectively and efficiently gather meaningful offender-based accommodation data, including bed utilization, occupancy rates and client/offender profiles in institutions and in the community.

There also exists opportunities to improve upon these processes by having access to up-to-date information, leveraging machine learning and applying improved intelligence for cell assignments (e.g. considering gang affiliations or medical needs when determining bed assignment). These improvements can contribute to a reduction in certain incidents that occur across CSC penitentiaries annually.

6.4 Future State

In future, a redesigned placements and transfers process, enabled by the Solution, will provide a more intuitive system whereby a parole officer can view the best fit locations (sites and cells) for an offender based on their risk/needs and programming requirements, to expedite their access to core programs while maintaining institutional safety and security. The Solution will streamline the packaging of information needed to support transfers.

6.5 Desired Business Outcomes

Improvements under this capability will support the outcomes of increased efficiency, improved effectiveness and enhanced flexibility. Specific outcomes include:

- Streamlined creation and tracking of offender transfers, including the creation of information packages associated with the offender to manage security risk and to transfer offender files from one institution to another;
- Increased number of offenders completing their programming prior to their Day Parole eligibility due to improved alignment between offender placement and the offender's requirements for core programming; and
- Insights from machine learning regarding cell placements that improve flexibility, and help to reduce institutional incidents.

6.6 Business Requirements

The business requirements have been grouped into themes by business capability. Reference Appendix 4 – Solution Requirements for the list of requirements by capability and theme.

6.7 Sources

Public Links to Policy CD 705-7 Security Classification and Penitentiary Placement	CD 705-7 https://www.csc-scc.gc.ca/acts-and-regulations/705-7-cd-eng.shtml
CD 710-2 Transfer of Inmates	https://www.csc-scc.gc.ca/acts-and-regulations/710-2-cd-en.shtml
CD 710-6 Review of Inmate Security Classification	https://www.csc-scc.gc.ca/acts-and-regulations/710-6-cd-eng.shtml
Corrections and Conditional Release Act	https://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-6.html#h-106058 (sections 3, 3.1, 4, 28 – 34 and 96)
Corrections and Conditional Release Regulations	https://laws.justice.gc.ca/eng/regulations/SOR-92-620/index.html Section 4

7. PERSONAL PROPERTY MANAGEMENT

7.1 Capability Overview

The Conditions and Conditional Release Regulations (CCRA) requires CSC to take all reasonable steps to ensure that permitted personal effects of an inmate are taken into custody with the offender and protected from loss or damage. There are limits to when and what personal effects items (type and value) an offender can retain while in custody, and the inmate can purchase approved items while in custody. Permitted personal effects are transferred with the offender if an offender is transferred.

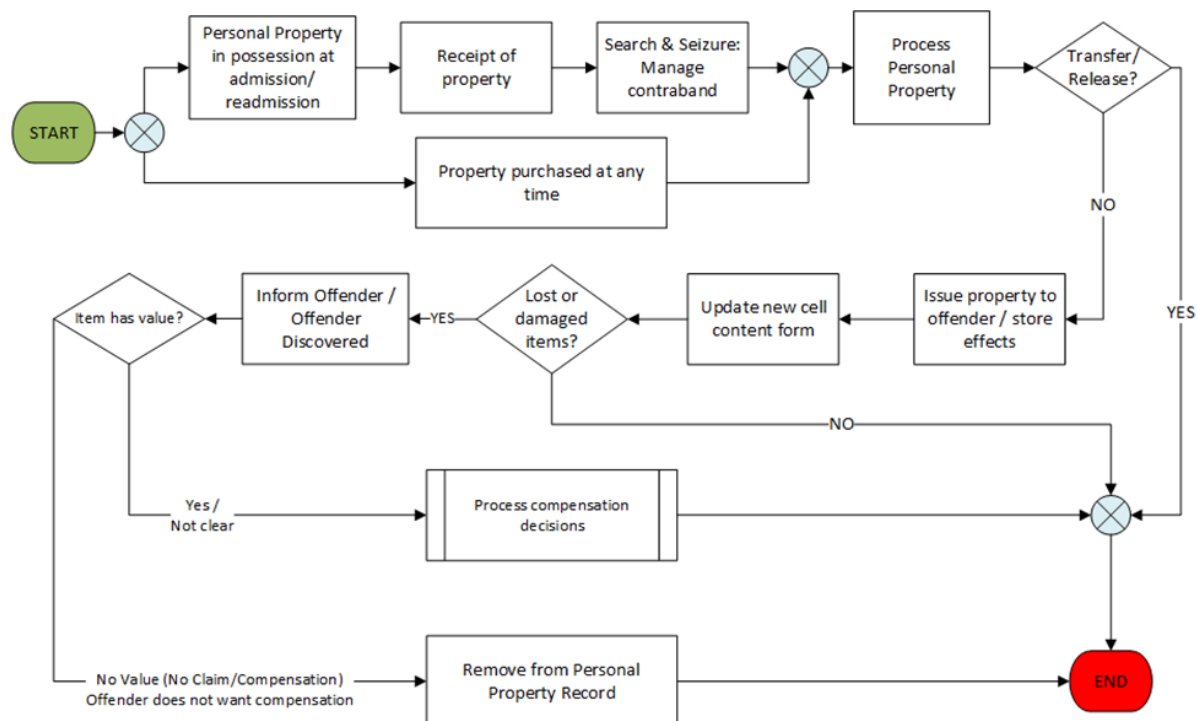
The management of personal items in institutions, where they are in the possession of an offender, is a paper-based process, and staff must verify that offenders do not have unauthorized items in their

possession. Currently, inmates are required to have a printout of their allowed property displayed in their cell, but this printout is not always available.

CSC currently uses a dollar value limit in conjunction with a list of approved items across security levels to frame the structure of the personal property allowance within its Penitentiaries. The current system can capture photos, serial numbers, and the agreed-upon dollar value for all items currently entering CSC.

7.2 Current Business Process Overview

High-Level Workflow:



Business Process Overview

- The process begins when an offender arrives with personal property during admission/re-admission.
 - If the offender receives additional property 30 days following admission, CSC may extend the receipt of property. Once the property is received, it is logged and searched. If contraband is found, the Search and Seizure process is implemented. Otherwise, the package is sealed and transferred to Admission & Discharge.
 - After the 30-day period, an offender may purchase personal property at any time from an approved catalogue.

- All personal property is processed and stored. If the offender is allowed to keep the property in their possession, the property is issued to them, otherwise it is put in storage. If the item(s) is not allowed, it is removed or disposed of.
 - For items swapped from storage to cell, the Personal Property Record is updated and form 514 for New Cell content is completed.
- In the event that an item is lost or damaged, its value is reviewed.
 - For items with no value, or where the offender identifies they do not want compensation, the item is removed from the Personal Property Record.
 - If the offender requests to be compensated for items with a defined or unclear value, CSC will review the claim. If they agree, the offender is compensated and the item is removed from the Personal Property Record. If CSC disagrees, an Offender Claim against the Crown is processed.
- At the time an offender is released or transferred, the property is verified by the Admission and Discharge Officer against the inmate's Personal Property Record and the Inmate Clearance form section is completed.

7.3 Problem/Opportunity Statement

While CSC's existing technology application for offender personal property has the functionality of documenting and capturing photos of the offender's personal effects, not all property is photographed or properly documented in such a fashion as to assist CSC with analyzing claims against the crown. The current process is paper-based, and updates at key transition points such as placement in a structured intervention unit (SIU) or transfers leave CSC at risk for claims against the Crown for stolen or damaged property.

It is challenging to track items during cell searches and cell cleanout as the current system module is only accessible to key CSC staff; accommodations for personal property exemptions for religious and/or medical needs also contribute to this challenge. A printout is provided when staff perform cell cleanouts or searches, to facilitate detection of unauthorized items.

7.4 Future State

Given that the management of personal property is about physical items and CSC has a mature model for managing those items, CSC is seeking a modernized Solution that enables:

- A simple and effective process to record an offender's personal property and ensure all belongings are accounted for;
- A streamlined way to identify that the property in the cell belongs to the offender to prevent trading and lending, which are chargeable offences. This will also assist with claims more readily;
- A more flexible and easy-to-update process for staff to evaluate the circumstances of claims against the crown; and

- A more reliable way to see what personal property an inmate had at a previous institution to help when trying to track items for a claim in relation to a transfer.

7.5 Desired Business Outcomes

Improvements under this capability will support the outcomes of increased efficiency and enhanced flexibility. Specific outcomes include:

- Efficient and flexible methods of capturing and updating personal property information of offenders;
- Increased efficiency to process requests by offenders who wish to request, remove or replace items;
- An improved, reliable and flexible process for detecting unauthorized items; and
- Improved digitization of the process to support both validation of property by staff and a timelier grievance process for offenders.

7.6 Business Requirements

The business requirements have been grouped into themes for this business capability. Reference Appendix 4 – Solution Requirements for the list of requirements by capability and theme.

7.7 Sources

Public links to policy:
CD 566-12 Personal Property
of Offenders

<https://www.csc-scc.gc.ca/politiques-et-lois/566-12-cd-eng.shtml>

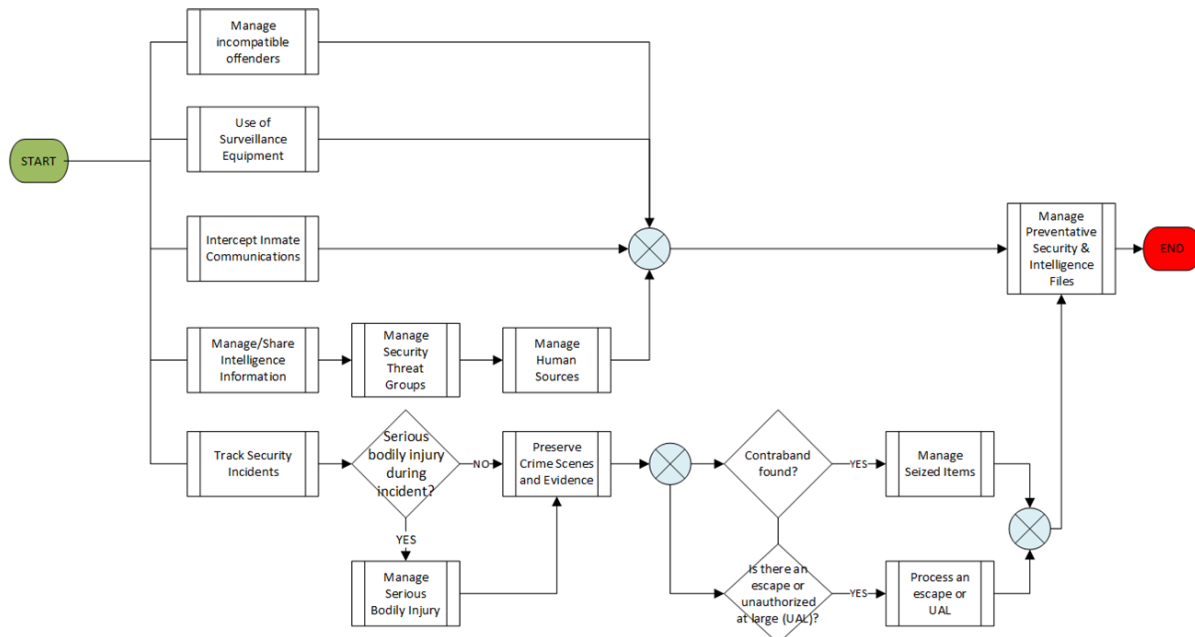
8. SECURITY AND INTELLIGENCE MANAGEMENT

8.1 Capability Overview

The foundation of preventative security is the gathering and sharing of security and intelligence information. The information provides direction to the Security Intelligence Officer (SIO) to assist with the overall security and safety of the institution by informing and guiding the security staff and Case Management Team. Currently, the information is primarily gathered through paper-based reports, and is distributed orally, in paper reports, and a portion of the information is captured in the OMS.

8.2 Current Business Process Overview

High-Level Workflow:



Business Process Overview

The Security and Intelligence process ensures consistency in the collection, storage, collation, recording, reporting and disposal of security information and intelligence through the following sub-process areas:

- Identifying and managing incompatible offenders who may pose a threat to the safety and well-being of other offenders, or may present a risk to staff, the public or visitors.
- Use of surveillance equipment in accordance with policy to gather intelligence information, and to safeguard the security of all individuals and government assets.
- Lawful interception of inmate communications (telephone conversations, correspondence or communications in the course of a visit).
- Gathering, managing and sharing intelligence information.
- Identifying and managing any formal or informal ongoing inmate/offender group, gang, organization or association consisting of three or more members.
- Tracking of any security incidents to ensure that related information is recorded and reported in a consistent, accurate and timely manner
 - It includes events where serious bodily injury occurs

- If a crime has been committed, ensures evidence is preserved at the scene.
- Managing seized items and contraband ensures staff take the appropriate steps regarding the seizure, safekeeping, forfeiture, return and disposal of contraband and unauthorized items.
- Managing potential escapes or situations where an offender is unauthorized at large (for example, doesn’t return from an unescorted temporary absence).
- Managing preventative security and intelligence files to ensure the location, content, control, routing and proper disposal of files.

8.3 Problem/Opportunity Statement

Redundancy in a paper-based process is prevalent. In addition, given the lack of digital information, there is opportunity for improvement from a preventative security intelligence perspective when you collect more structured information and overlay a tool to detect patterns (machine learning/AI).

8.4 Future State

A modern Solution will enable CSC to redesign and transform its approach to security and intelligence management by providing a more fluid and structured process for documenting pertinent security information, avoiding duplication and supporting the use of advanced analytics. A modern Solution will also provide reporting innovations and improved insights into trends or challenges facing CSC. This will be achieved by accessing more structured data and through the application of modern business intelligence tools, artificial intelligence, predictive analytics and reporting engines.

8.5 Desired Business Outcome

Improvements under this capability will support the outcomes of improved effectiveness, enhanced flexibility and increased efficiency. Specific outcomes include, but are not limited to:

- A digitally-enabled process to support operational information gathering and sharing amongst security staff (daily reports, escort paperwork, use of force etc.);
- Enhanced use of the OMS protected B information to support the Preventative Security Intelligence function; and
- More timely, insightful near “real time” reporting that reduces incidents, improves security and improves CSC’s ability to adapt before security risks become issues.

8.6 Business Requirements

The business requirements have been grouped into themes for this business capability. Reference Appendix 4 – Solution Requirements for the list of requirements by capability and theme.

8.7 Sources

Evaluation Report Institutional Security Feb 2015 - File #394-2-95	The Preventive Security and Intelligence Division should ensure the tools provided to Security Intelligence Officers (SIOs) are used to engage and debrief staff and management, and improve the gathering, development and communication of intelligence. This should be achieved through consistent, timely, and standardized monitoring and reporting of the production and sharing of intelligence.
Public links to policy: CD 568 Management of Security Information and Intelligence	https://www.csc-scc.gc.ca/acts-and-regulations/568-cd-eng.shtml

9. INTERVENTIONS AND SERVICE MANAGEMENT

9.1 Capability Overview

CSC manages a complex suite of interventions and services to enable the implementation of correctional plans and the rehabilitation of offenders. Those include integrated correctional programs, education programs, social programs, employment programs and other services, such as chaplaincy services, restorative justice, and services aligned to the unique needs of distinct offender populations, such as Indigenous offenders.

Those interventions and services are designed and organized to address an offender's unique set of correctional and personal objectives, and are critical to the development and implementation of correctional plans or to providing support to offenders as they complete their sentence. The delivery of correctional and other programs and services, in particular to medium and higher risk offenders, is key to rehabilitation and to reducing public safety risk as offenders return to society.

CSC must allocate those interventions and services at institutions based on the offender population; customized programming is offered for example to sex offenders, women offenders, and Indigenous offenders. Offenders will be transferred to the institution where appropriate services are available to address their programming needs. The logistics of managing interventions and services are important, as programs must be offered within the sentence timelines, within capacity and must ensure there is sufficient enrollment to be delivered cost effectively.

- A fluid and intuitive user experience with access to relevant information, updates, and data from the team of individuals supporting an offender's reintegration into society.
- The plan for the offender to effectively reintegrate into society should be easy-to-follow, structured, and allow for easy and transparent progress monitoring, reporting and rating.

10.4 Desired Business Outcome

Case Planning sets the stage for day-to-day management of the offender against objectives and targets in a CP, and is key to effectiveness. A transformational Solution will improve effectiveness, increase efficiency and enhance flexibility, for example, by:

- Ensuring that CPs are able to track offender progress, triggering updates based on business rules or flags that can be set based on the input of CSC staff;
- Enable adjustments to CPs as new information becomes available, improving flexibility and adjustments as needed, without creating an administrative burden; and
- Improving the structure, analysis, and documentation associated with an offender's CP to streamline the initial creation, updates and provide better support from CSC to support a discretionary release.

10.5 Business Requirements

The business requirements have been grouped into themes for this business capability. Reference Appendix 4 – Solution Requirements for the list of requirements by capability and theme.

10.6 Sources

Corrections and Conditional
Release Act (CCRA)

<https://laws-lois.justice.gc.ca/eng/acts/c-44.6/index.html>

For key details related to correctional planning, see section 15.

11. OFFENDER CORRESPONDENCE AND VISIT MANAGEMENT

11.1 Capability Overview

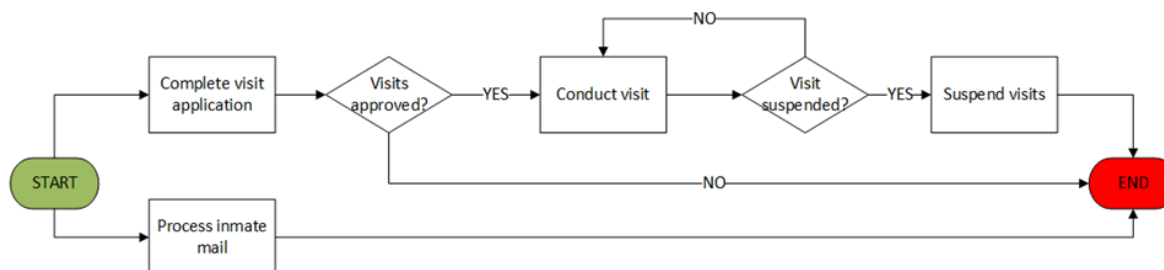
Correspondence and visit management includes the tracking and management of offenders' visitor applications, the process for conducting visits, and suspension of offender visiting privileges when required. It also includes incoming and outgoing correspondence between an offender held in an institution and an outside contact. An offender is entitled to have reasonable contact, including visits and correspondence, with family, friends and other persons from outside the penitentiary, subject to

such reasonable limits as are prescribed for protecting the security of the penitentiary or the safety of persons.

Historically, CSC has allowed for in-person visits and mail between offenders and vetted individuals. Within the last 5 years, CSC has implemented kiosks to enable video visitation. Video visitation averages 200 calls per day, and through COVID, has increased by four times as many calls per month. There is a great deal of evidence to indicate that the number of contacts an offender has with friends and family positively increases offender outcomes. Visits also improve overall safety and decrease instances of contraband and are more cost effective in the long term.

11.2 Current Business Process Overview

High-Level Workflow:



Business Process Overview

- The currently paper-based process starts with applying for visits. Applications are completed for:
 - Video visits;
 - In-person visits; and
 - Private family visits.
- All visitors complete a visiting application. The applications are reviewed and other verifications conducted as part of the visitor screening process. The Institutional Head (or designate) is the deciding authority on whether visitor clearance will be granted. If approved, the application is valid for a fixed period, even if the inmate being visited is transferred to different institutions. Applicants and offenders are informed of denied applications in writing.
- Approved visit information is entered into the OMS. Currently hard-copy applications and related documents are retained in a physical folder on-site (e.g. identification).
- The Institutional Head (or designate) may refuse or suspend a visit if there are reasonable grounds to suspect potential for criminal activity or that the security of the penitentiary or any person could be jeopardized. The refusal/suspension is in effect as long as the risks continue. A re-assessment of the risk is done upon receipt of a new application by the visitor.

- Incoming and outgoing correspondence is inspected by staff. Any items found within the envelope are processed in accordance with other business processes (i.e. personal property, money, etc.).
 - The Institutional Head (or designate) may authorize a staff member to read correspondence when there are reasonable grounds to suspect that the correspondence contains evidence of an action that would jeopardize the security of the penitentiary or the safety of an individual. When letters are intercepted and read, this reading and the reasons for it are recorded in OMS. The inmate is advised, in writing.
 - Under normal circumstances, incoming mail is distributed to inmates and outgoing mail forwarded to the Post Office within 24 hours of receipt.

11.3 Problem/Opportunity Statement

Technology is evolving, allowing people to more easily connect with their friends, families, and support networks from a distance. CSC is currently using video visitation; however, there is a greater opportunity to encourage, support and increase positive contact between an offender and the community. There is also a need to consider how communications between offenders and their community can be more effectively facilitated, monitored and recorded.

11.4 Future State

CSC does not currently have a portal for visitors, so gathering and processing visitor applications is cumbersome and paper-based. A modernized and redesigned approach should facilitate visits and contacts, for example, by:

- Streamlining the application process for visitors, and the review and approval of visitors by CSC staff, enabling faster decisions about visits where possible;
- Eliminating the submission and processing of ineligible applications, for example for private family visits or to support visits by minors, given the definition of a minor varies by province;
- Enabling visitors or offenders to reuse application data, as approved applications have a limited life, given security or other data needs that need to be updated and verified;
- Improving the ability to track visits, including any issues associated with a visit, better informing offender risk; and
- Improving the use of technology to pre-screen visitation requests (e.g. online public-facing portal) for face-to-face offender visits, enable such visits, and facilitate private virtual interactions (e.g. video-conferencing technology, tablets, etc.).

11.5 Desired Business Outcomes

Improvements to this capability will support the outcomes of improved effectiveness, enhanced flexibility and increased efficiency. Specific outcomes include, but are not limited to:

- Reduced burden of contact between offenders, staff and public;
- Increased positive community contacts enabled through the use of information technology, effectively improving opportunity for visitation;
- Reduced scheduling conflicts, which can be discouraging to both visitors and offenders;
- Improved flexibility of contacts, for example, through improved access to video visitation;
- Reduced effort required by CSC staff to manage and process visitor applications; and
- Better insight into the relationship between visits and offender outcomes.

11.6 Business Requirements

The business requirements have been grouped into themes. Reference Appendix 4 – Solution Requirements for the list of requirements by capability and theme.

11.7 Sources

Public links to policy: CD 599 Visits	https://www.csc-scc.gc.ca/lois-et-reglements/559-cd-en.shtml ;
CD 085 Correspondence and Telephone Communication	https://www.csc-scc.gc.ca/acts-and-regulations/085-cd-eng.shtml ;
Corrections and Conditional Release Act (CCRA)	https://laws-lois.justice.gc.ca/eng/acts/C-44.6/

12. SECURITY OPERATIONS MANAGEMENT

12.1 Capability Overview

Security operations consists of the management of a range of security incidents including escapes, when an offender is unauthorized to be at large, or a disciplinary event within an institution. CSC relies on its offender management legacy system to capture and manage information about security operations, though much of the process is supported by paper or through the use of photos and video.

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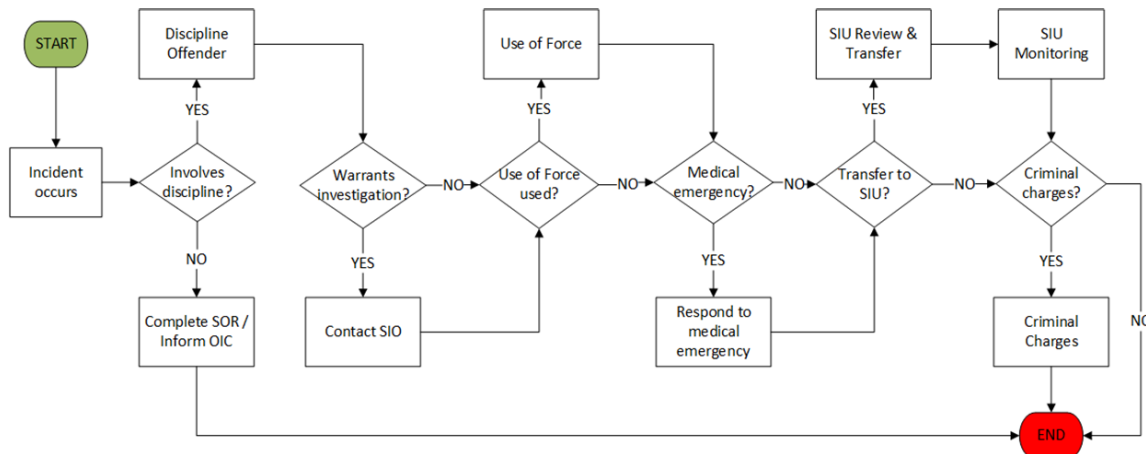
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When incidents occur, CSC may need to apply force to manage the incident. Security operations includes activities needed to manage the use of force, as well as responses to medical emergencies. In some cases, based on a disciplinary event, CSC determines whether or not an offender requires a specific and targeted intervention. If needed, the offender is transferred to a new location called an SIU to protect the offender, and perhaps others. The inmate is monitored, and when the risks have been managed, they may return to their accommodations. In some cases, CSC may proceed with additional criminal charges, which can affect an offender's sentence if the offender is convicted.

12.2 Current Business Process Overview

High-Level Workflow:



Business Process Overview

- The process starts when an offender commits a disciplinary offence
 - If the incident can be resolved informally, the Officer in Charge (OIC) is informed and a Statement of Observation Report (SOR) is completed.
 - When informal resolution cannot be obtained, the offender is advised and charges may be laid. The staff member ensures mental health concerns are considered and completes an Inmate Offence Report that is provided to the Correctional Manager.
 - For serious incidents warranting investigation, the Security Intelligence Officer (SIO) is contacted to obtain video evidence. During this time, the offender may be confined to their cell.
 - If use of force interventions are required, staff members are informed as needed. All use of force interventions are reviewed at multiple levels.
 - In the event of a resulting medical emergency, the appropriate emergency and health care processes are followed, including reports, notifications, and protocols.
 - For offences where a security review is merited, the inmate may be transferred to a SIU; SIU monitoring processes are followed at the required intervals.
 - In the event that criminal charges are to be laid, the category of the offence is determined. Police may be notified if the offence contravenes with the criminal code. The processes for criminal charges are followed.

12.3 Problem/Opportunity Statement

The security operations process is cumbersome and relies on paper and humans to ensure that information is gathered and shared with key stakeholders. Opportunities exist to:

- Guide decision-making and improve information availability to key roles through real-time information sharing;
- Improve the consistency of security operations related processes across institutions and regions; and
- Improve the quality of data captured through structured fields and enhance data integrity through robust user permissions.

12.4 Future State

CSC requires a flexible OMS to support redesigned business process and provide:

- A streamlined and structured security operations workflow process of information, starting with the charging officer all the way to the end, including the results of the charge and any outcomes;
- Ability to hold all evidential information necessary within the offender record including video, audio and picture digital files; and
- Ability to use all security incidences across Canada to develop reports and business insights for policy and procedure evolution.

12.5 Desired Business Outcomes

Improvements under this capability will support the following outcomes:

- Improved tracking of offender discipline charges, outcomes, and results in a transparent manner;
- Increased efficiency through the digitization of the incident process from charge to disposition of extra duties;
- Enhanced tracking of informal resolution attempts; and
- Streamlined of the Use of Force review process.

12.6 Business Requirements

The business requirements have been grouped into themes. Reference Appendix 4 – Solution Requirements for the list of requirements by capability and theme.

12.7 Sources

Public links to policy: CD 580 Discipline of Inmates	https://www.csc-scc.gc.ca/politiques-et-lois/580-cd-eng.shtml
CD 567-1 Use of Force	https://www.csc-scc.gc.ca/politiques-et-lois/567-1-cd-en.shtml
Corrections and Conditional Release Act (CCRA)	https://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-9.html?txthl=disciplined#s-39

13. SEARCH AND SEIZURE MANAGEMENT

13.1 Capability Overview

CSC is required to track, manage and report on activities related to the searching of offenders, visitors, staff, vehicles and areas of the institution to prevent the introduction, possession and exchange of contraband and unauthorized items, and to ensure the security of staff, the public and offenders.

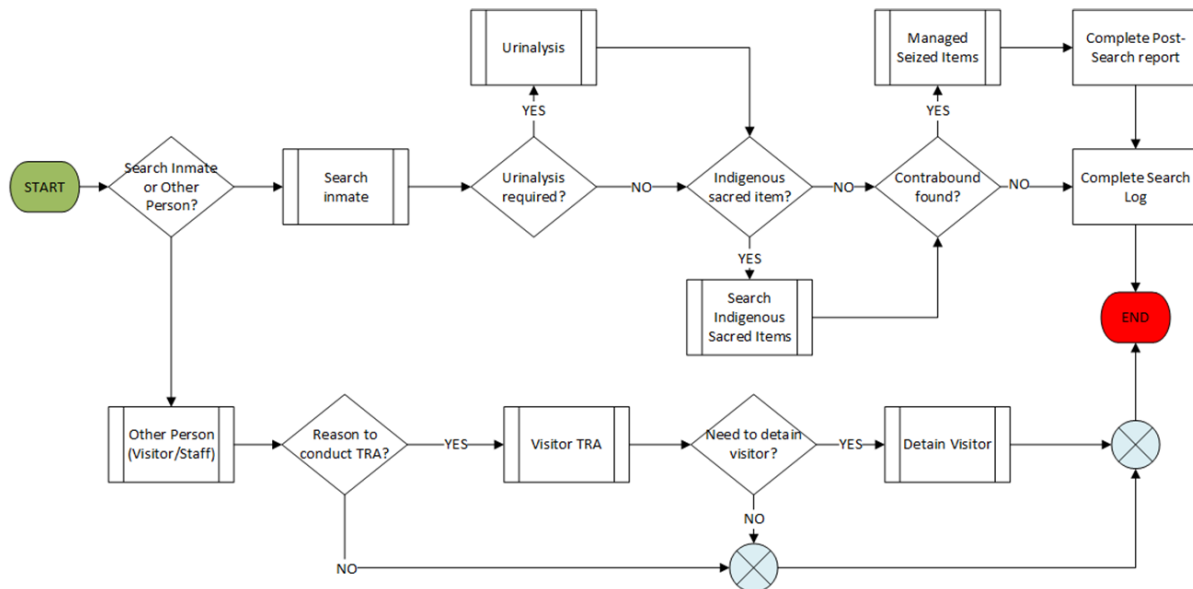
Measures applied by CSC are limited to what is outlined in the CCRA and are directed at:

- Searching offenders, staff, visitors, vehicles, and areas in order to prevent entry and exit of unauthorized items and contraband in and out of the institution;
- The collection, storage, shipment, and testing of urine samples;
- Adherence to policy regarding Chain of Custody, including the custody, control, transfer, analysis, and disposition of materials, including physical or electronic evidence, related to a search or seizure; and,
- The management of contraband and unauthorized items, including the seizure, safekeeping, forfeiture, return and disposal of such items.

CSC uses offender search results to inform on considerations of risk, for example, in transfers, releases, and in correctional planning.

13.2 Current Business Process Overview

High-Level Workflow:



Business Process Overview

The process starts when a search is required.

- Search of an inmate, visitor, staff, cell/room/area, or vehicle:
 - There are a variety of search types that may be performed depending on the scenario (e.g. routine frisk, non-routine search, etc.). Each search process has associated its business rules and policies that must be adhered to when conducting the search.
 - Section 53 - Emergency Searches constitute a more complex and robust search as the suspected area must be locked down and all areas (cells, wings, common areas, etc.) and all offenders must be searched. The suspected area could span up to the entire institution and also involve searches of vehicles and staff members.
 - For visitors, a Threat Risk Assessment (TRA) process may be required if indicated by the search tool used (e.g. detector dog, ion scanner, etc.). Any indication would prompt a TRA to be conducted. Also, any need to detain a visitor is done in accordance with law and policy.
- Urinalysis:
 - If urinalysis is required, the collection process is performed according to policy and regulations. Depending on whether the sample is being collected as part of a regular interval, different notification forms are completed to provide a sample. At the time of

collection, the offender's identification is verified and the offender's signature is collected. The collection, transport, testing, and reporting of results are all done per standards and policy.

- Searches of Indigenous Items and Other Sacred Items:
 - Any required security examination of Indigenous medicine bundles, religious and spiritual articles or other sacred objects is accomplished by having the owner manipulate them for visual inspection by the examining officer. In the owner's absence, an Elder, an Elder's representative (who is not an inmate) or a religious representative will inspect or manipulate the contents for inspection.
- Contraband and Unauthorized Items:
 - If any contraband or unauthorized items are found during a search, the item is submitted to the designated seizure control officer for processing. The seizure control officer will follow the required processes and record the items on the Contraband Control Register. Notifications are performed and return, forfeiture, or disposal of items are performed in accordance with policy; and
 - For visitors, if there is reasonable ground to suspect or believe that a visitor is carrying contraband or unauthorized items, the TRA process will be followed and searches will be performed according to law and policy.
- Reporting:
 - A Search Log is completed any time a search is performed; and
 - A Post-Search report must be completed when non-routine searches have been conducted and/or any time evidence is found.

13.3 Problem/Opportunity Statement

All aspects of searches, their identified need, the search and the results, are largely conducted and recorded on paper. Search tracking and reporting varies depending on whether the searches are routine or non-routine. Additionally, events related to searches (e.g. contraband findings, charges, TRAs, Detector Dog Program, etc.) are also primarily identified and managed using paper processes. As a result, there is a duplication of information requested and a lack of an organized and structured process for the collection, dissemination, and auditing of pertinent information.

CSC hopes to bring consistency to the processes surrounding searches and to move away from paper-based processes as much as possible. By documenting search needs and results in a structured way, additional opportunities exist to:

- Reduce (or eliminate) duplication of effort;

- Improve data quality and integrity;
- Enhance reporting capabilities and better defend CSC's position, when required, through concrete, reliable data;
- Improve information sharing;
- Simplify access to results; and
- Improve access historical search information.

13.4 Future State

CSC is seeking to modernize the approach to search and seizures; one that leads to a more precise and efficient process to document and link searches to:

- Provide insights based on seizures of contraband and unauthorized items, and to support clear chain of custody in supporting any resulting charges;
- Optimize the relationship between the frequency and results of searches and risk, based on historical data, or emerging trends at institutions across CSC;
- Streamline the creation of reports and documents required by policy in order to eliminate redundant collection and entry of information;
- Simplify access to, and extraction of, concrete and reliable data to support robust recurring and ad hoc reporting and allow CSC to defend their positions;
- Present information and collect proof of delivery outside of a paper process; and
- Guide the creation of documents and reports, and to generate the required notifications to facilitate search efforts.

13.5 Desired Business Outcomes

Improvements related to this capability will support the outcomes of increased efficiency, enhanced flexibility and improved effectiveness. Specific outcomes include, but are not limited to:

- An efficient method for documenting searches including any contraband and unauthorized items found;
- A structured approach to documenting and disseminating historical searches and the results of those searches including location of contraband/unauthorized items, offenders involved, and type of contraband/unauthorized item found;
- A flexible search functionality, that optimizes discretionary searching, and that guides staff on potential search targets based on trends and historical data using predictive analytics; and

- A way to monitor/audit results from detector programs and identification tools in order to measure their effectiveness.

13.6 Business Requirements

The business requirements have been grouped into themes by business capability. Reference Appendix 4 – Solution Requirements for the list of requirements by capability and theme.

13.7 Sources

Public Links to Policy: CD 566-7 Searching of Offenders	https://www.csc-scc.gc.ca/acts-and-regulations/566-7-cd-eng.shtml
CD 566-9 Searching of Cells/Rooms, Vehicles and Other Areas	https://www.csc-scc.gc.ca/acts-and-regulations/566-9-cd-eng.shtml
CD 568-5 Management of Seized Items	https://www.csc-scc.gc.ca/acts-and-regulations/568-5-cd-eng.shtml
CD 566-10 Urinalysis Testing	https://www.csc-scc.gc.ca/acts-and-regulations/566-10-cd-eng.shtml
Corrections and Conditional Release Act	https://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-10.html#h-106210

14. VICTIMS SERVICES MANAGEMENT

14.1 Capability Overview

As defined in the Corrections and Conditional Release Act (CCRA) “A *victim*, in respect of an offence, means an individual who has suffered physical or emotional harm, property damage or economic loss as the result of the commission of the offence.”

CSC oversees the engagement of victims throughout the management of an offender. Through Victim Services Management, CSC ensures that victims’ rights are upheld and that victims are provided timely and effective access to important information pursuant to legislation.

Victim services encompass:

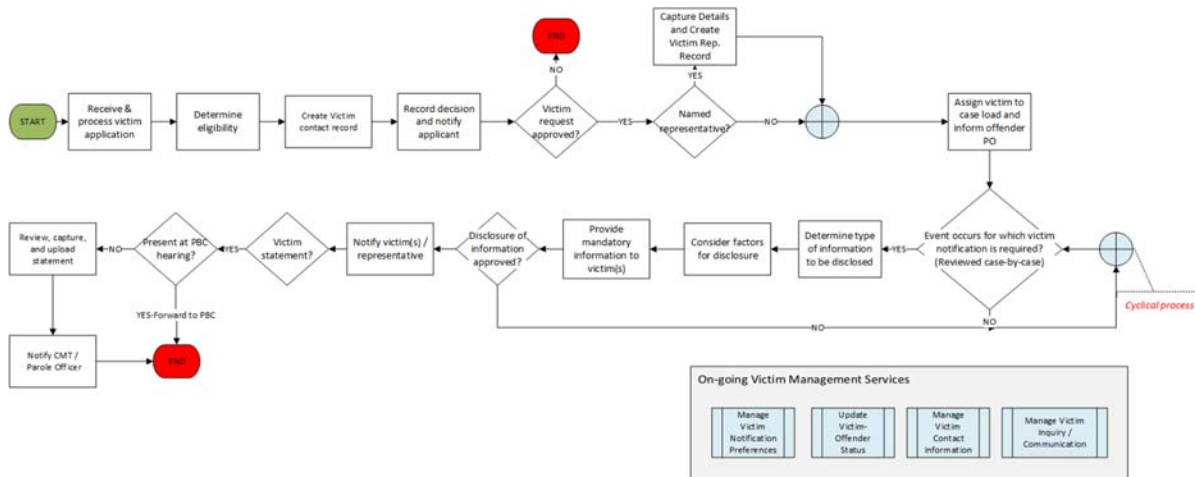
- The registration of victims, determination of eligibility according to the definition of a victim, approval and notification of registration;
- The disclosure of information about the offender's sentence as it progresses, including notifications of key events in that sentence such as parole eligibility, review hearings and releases;
- The processing and management of Victim statements; and
- Management of victims' notification preferences, victim-offender status, and victim inquiries and communication.

Currently, CSC has a Victims Portal (<https://victimsportal-portailvictimes.csc-scc.gc.ca/Main/Home>) that allows victims or a representative to:

- Register, receive and view information about the offender;
- Manage preferences for receiving information;
- Submit a victim statement to CSC and PBC;
- Request to observe a PBC hearing;
- Request to present a victim statement at a PBC hearing; and,
- Request copies of PBC decisions.

14.2 Current Business Process Overview

High-Level Workflow:



Business Process Overview

The process starts when an applicant submits a request to be registered as a victim of a crime with CSC, and/or PBC.

Application Registration

- The victim application can be submitted by email, mail, fax, or through the online victims' portal. If the request was received outside of the portal, the information is entered into the system to create a victim contact record. A registration request is also created and tied to the victim contact record.
- The required information is reviewed by both CSC and PBC and a decision is made. The applicant is informed of the decision.
 - The applicant receives the information on the decision through the Victims Portal or based on their contact preferences identified on the application form;
 - If the applicant had named a representative on the application form, and the application has been approved, the victim representative request is processed and the representative record is created and
 - The victim is assigned to a Victim Services Officer (VSO) (for CSC) and to a Regional Communications Officer (RCO) (for PBC) and the offender's parole officer (PO) is informed. The VSO and RCO act as the victim's points of contact regarding the offender and are responsible for providing information about the offender to the victim (or their representative) that they are willing and entitled to receive.

Determining Victim Eligibility

- The process of determining whether or not an applicant meets the definition of a victim includes the review of various determining factors. These include, but are not limited to, things such as the age of the applicant, if the offender is under CSC jurisdiction, if harm to the applicant is on file, etc.
- The business rules of the process determine the applicant’s eligibility as a victim and which definition they meet:
 - Recognized victim of the offender;
 - Actual victim of the offender; and
 - Family of the victim.

Disclosure of Information: Offender Victim Notifications

- An offender event occurs for which the registered victim may want, or be entitled to the information. Examples include:
 - Escorted temporary absences (ETA), medical ETA;
 - Applied for conditional release;
 - Transfers;
 - Parole hearing; and
 - Work release.
- When an event occurs, a notification is received and reviewed by the VSO to determine the priority. The VSO reviews various pieces of information and decides what information to disclose. The victim is notified based on their preferences and a notification/disclosure activity record is completed.
 - This is a cyclical process that is reviewed per qualifying event.
- A victim may submit a victim statement that is considered by decision makers through the course of an offender’s sentence in:
 - Decisions related to transfers ;
 - Decisions about temporary absence or work release;
 - Evaluations for programming and risk of re-offending; and
 - Recommendations to PBC related to conditional release.
- Victim requests to present at a Parole Board hearing are forwarded to PBC.

Ongoing services are provided to support victims, these include:

- Management of notification preferences;
- Updates of victim-offender status;
- Management of victim inquiries and communication; and

- Management of victim contact information.

14.3 Problem/Opportunity Statement

Completing certain tasks associated with Victims Services Management can be unnecessarily rigid and time consuming due to overly cumbersome processes. Additionally, the lack of an embedded word processor results in wasted time and security concerns as users must save documents locally, make changes, upload the new documents, and finally delete the local copy.

14.4 Future State

CSC requires a modernized Solution that provides staff with easy access to victim related information, enables staff to complete victim-related tasks and activities in a clear and concise manner, and alleviates the need to open and edit documentation in an external application and save documentation on an external personal or network drive. CSC has taken some steps to modernize this process, and is looking to evolve this business capability to improve the structure of information and streamline processing. If there is evidence that its current approach would benefit from the experience of other jurisdictions, CSC would consider potential transformative or even innovative approaches that address current victim service management issues.

14.5 Desired Business Outcomes

Improvements related to this capability will support the outcomes of increased efficiency, improved effectiveness and enhanced flexibility. Specific outcomes include, but are not limited to:

- Reduce time required to complete victim-related tasks through streamlined business processes;
- Eliminate separate completion and storage of documents outside of the victims application to improve accuracy, reduce inefficiency, improve flexibility and support better analysis that can lead to more effective victim services management; and
- Provide users with simple, easy to use interface and streamlined business process flows that facilitate the user experience and the completion of common tasks.

14.6 Business Requirements

The business requirements have been grouped into themes for this business capability. Reference Appendix 4 – Solution Requirements for the list of requirements by capability and theme.

14.7 Sources

Public Links to Policy:
CD 784

<https://www.csc-scc.gc.ca/lois-et-reglements/784-cd-en.shtml>

Solicitation No. – N° de l'invitation 21120-206246	Amd. No – N° de la modif.	Buyer ID – Id de l'acheteur 165XL
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Victim Engagement	
Corrections and Conditional Release Act	https://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-24.html#h-107292 https://laws-lois.justice.gc.ca/eng/acts/C-44.6/section-26.html

15. OFFENDER GRIEVANCE MANAGEMENT

15.1 Capability Overview

Grievances

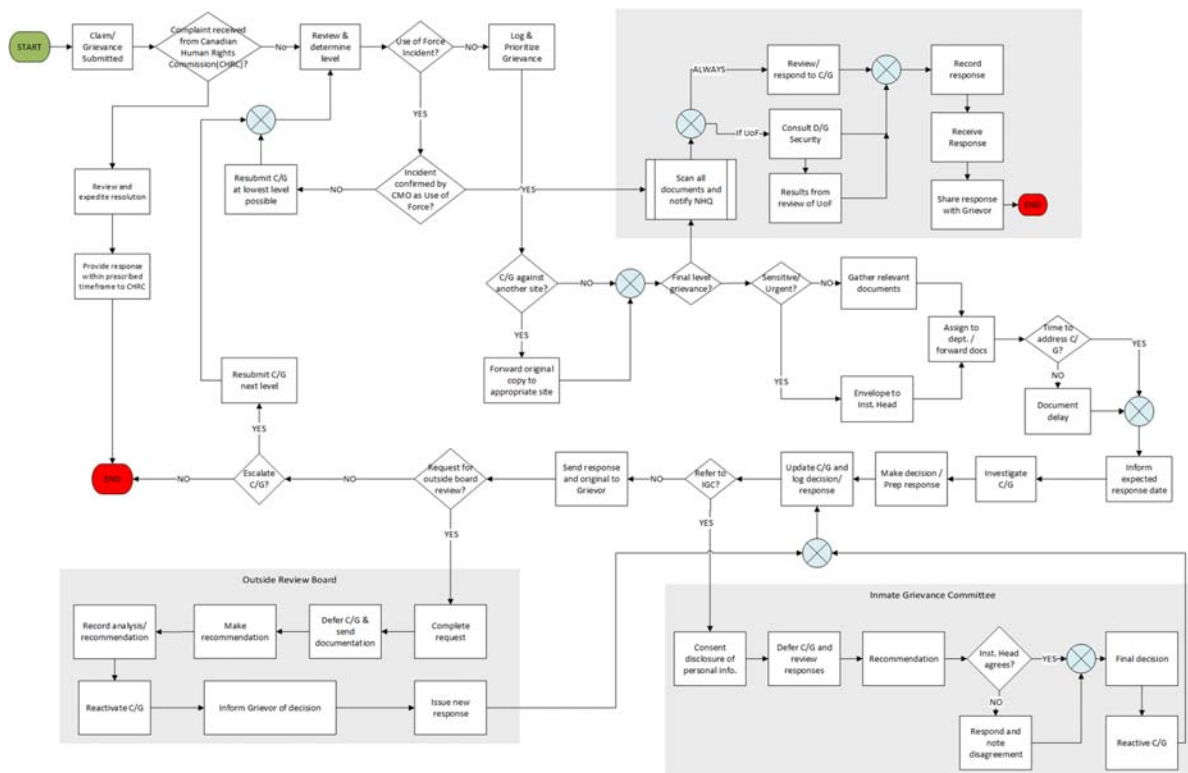
From time to time, an offender or other individual may wish to file a complaint or grievance against CSC, for example in relation to a decision about a release, a visitor, or in relation to loss of personal property. CSC is obliged to support the fair and expeditious resolution of offender complaints and grievances in a manner that is consistent with the law. CSC must ensure that the legal obligation to ensure the timely and impartial consideration and resolution of complaints and grievances is met.

Human Rights Complaints

Offenders who feel they have experienced discrimination based on age, sex, religion, sexual orientation, gender identity and expression etc. may choose to file a complaint against CSC with the Canadian Human Rights Commission (CHRC). If the CHRC deems the complaint to be valid, they will inform CSC and request CSC's position in regards to the accusation(s). CSC has a legal obligation to respond within the prescribed timeframes and expedite a suitable resolution to the complaint.

15.2 Current Business Process Overview

High-Level Workflow:



Business Process Overview

- The process starts when a complaint or grievance (C/G) is submitted by an offender.
- If the C/G was received from the Canadian Human Rights Commission (CHRC), CSC will investigate
 - Complaints filed with the CHRC are made separately from complaints or grievances filed with CSC. However these complaints may be concerning the same event and CHRC may decide that the complaint should be handled through CSC's internal grievance process;
 - The CSC Human Rights team will investigate the complaint and identify the appropriate resolution; and
 - A response must be provided to the CHRC within the prescribed timeframe.
- The C/G is reviewed and one of three levels is assigned:

- **Written Complaint:** Submitted by offender at the institution/district parole office and responded to by the supervisor of the staff member whose actions or decisions are being grieved;
 - **Initial grievance:** At the institutional/district level; submitted to the Institutional Head/Director; and
 - **Final grievance:** National Level; submitted to the Commissioner.
- If the C/G is related to a confirmed Use of Force (UoF) incident or a Final Level grievance, all documents are uploaded and National Headquarters (NHQ) is notified.
- Upon receipt of a C/G, the Grievance Coordinator will determine the priority level and register the C/G in the system. The relevant documents are gathered and forwarded to the assigned department:
 - The prioritization considers whether the complaint or grievance infringes on an offender's rights and freedoms or if it is of sensitive or urgent in nature;
 - The priority drives the timeframes in which a decision must be rendered. The priorities are either routine or high and the timeframes depend on whether it is for complaints and initial grievances, or final grievances;
 - If the C/G is against another site, the original copy of the complaint/grievance will be forwarded accordingly; and
 - For sensitive or urgent complaints/grievances, the information is sealed and provided to the Institutional Head/Director.
- The decision maker determines the corrective action for the C/G based on several key considerations. The response is signed and reviewed for completeness. After a decision has been made, the required information is provided to the offender. The information and supporting documents are also kept at the site where the C/G was filed and at NHQ.
- **Outside Investigations:** When needed, copies of the convening order are shared with the grievor and required people/offices. The party performing the investigation ensures the required processes are followed and that the draft report is completed within the allotted timeframes. Upon receipt of the final report, the decision maker reactivates the grievance and a response is prepared considering the conclusions of the outside investigation.
- **Inmate Grievance Committee (IGC):** When referred to by the Institutional Head, the C/G is deferred and the information is shared with the committee. The committee reviews all available and relevant information; they do not have access to documents that are sensitive in nature or confidential. The recommendations from the committee are forwarded to the Institutional Head within a specific timeframe for his/her review. The Institutional Head may accept or reject the

recommendations of the committee. If rejected, they must record the reasons for the disagreement in response to the offender. The initial grievance is reactivated and a new decision is rendered.

- **Outside Review Board:** Before appealing to the national level, an offender may request that the Institutional Head refer their grievance and response to the Outside Review Board. Outside Review Board reviews are limited to the same information reviewed by the decision maker at the time of the initial grievance. Their analysis and recommendations ensure all concerns have been addressed, all relevant information was communicated, the response had a clear rationale and followed law and policy, and procedural fairness was adhered to. The recommendations of the board are provided to the offender and the grievance is reactivated with a response considering the board's recommendations.

15.3 Problem/Opportunity Statement

CSC's current offender grievance process is primarily paper-based and cumbersome. This process has resulted in up to three (3) year delays in processing offender grievances from the current policy prescribed timeframes.

The human rights complaint process relies on email to receive and respond to complaints and requests from CHRC. GCDocs is used to capture all documentation and SharePoint currently provides some task management functionality to help the Human Rights Unit (HRU) complete tasks within prescribed timeframes.

There is an opportunity to leverage technology to streamline these processes. For example, digitization of files, links to case management documentation, association between grievances and human rights complaints, electronic signatures, and automated system notifications that will greatly increase the flexibility and timeliness of responding to complaints and grievances.

15.4 Future State

CSC has a mature model for managing grievances and complaints, and is looking to modernize rather than transform or innovate this business capability. CSC is seeking a business Solution that enables:

- A digital process where analysts have electronic access to the grievance or human rights complaint and all supporting documentation including linkages between grievances and human rights complaints as well as offender personal property. This process should also consider a transparent and easier access to the grievance system by offenders;
- Integration of secure digital electronic signature;
- Use of automated system functionality to facilitate the offender grievance and human rights complaint decision-making processes; and

- The ability to access the history of grievances and human rights complaints, linked by offender and/or site. This will provide the ability to easily identify patterns and repeat issues.

15.5 Desired Business Outcomes

Improvements related to this capability will support the outcomes of increased efficiency and improved effectiveness. Specific outcomes include, but are not limited to:

- Digitization of the offender grievance and complaint processes from receipt to resolution;
- Improved flow of data to support grievance and complaint processing aligned to policy timeframes and CHRC deadlines;
- Enhanced reporting capabilities regarding offender grievances, human rights complaints, and their resolutions;
- Improved categorization of grievances and human rights complaints; and
- Eliminate the need to track down physical (paper) copies of the original grievances/complaints.

15.6 Business Requirements

The business requirements have been grouped into themes. Reference Appendix 4 – Solution Requirements for the list of requirements by capability and theme.

15.7 Sources

Public links to policy: CD 081 Offender Complaints and Grievances	https://www.csc-scc.gc.ca/acts-and-regulations/081-cd-en.shtml#3
Corrections and Conditional Release Act (CCRA)	https://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-15.html#docCont
Canadian Human Rights Act	https://laws-lois.justice.gc.ca/eng/acts/H-6/page-1.html

16. OFFENDER COMMUNITY SUPERVISION

16.1 Capability Overview

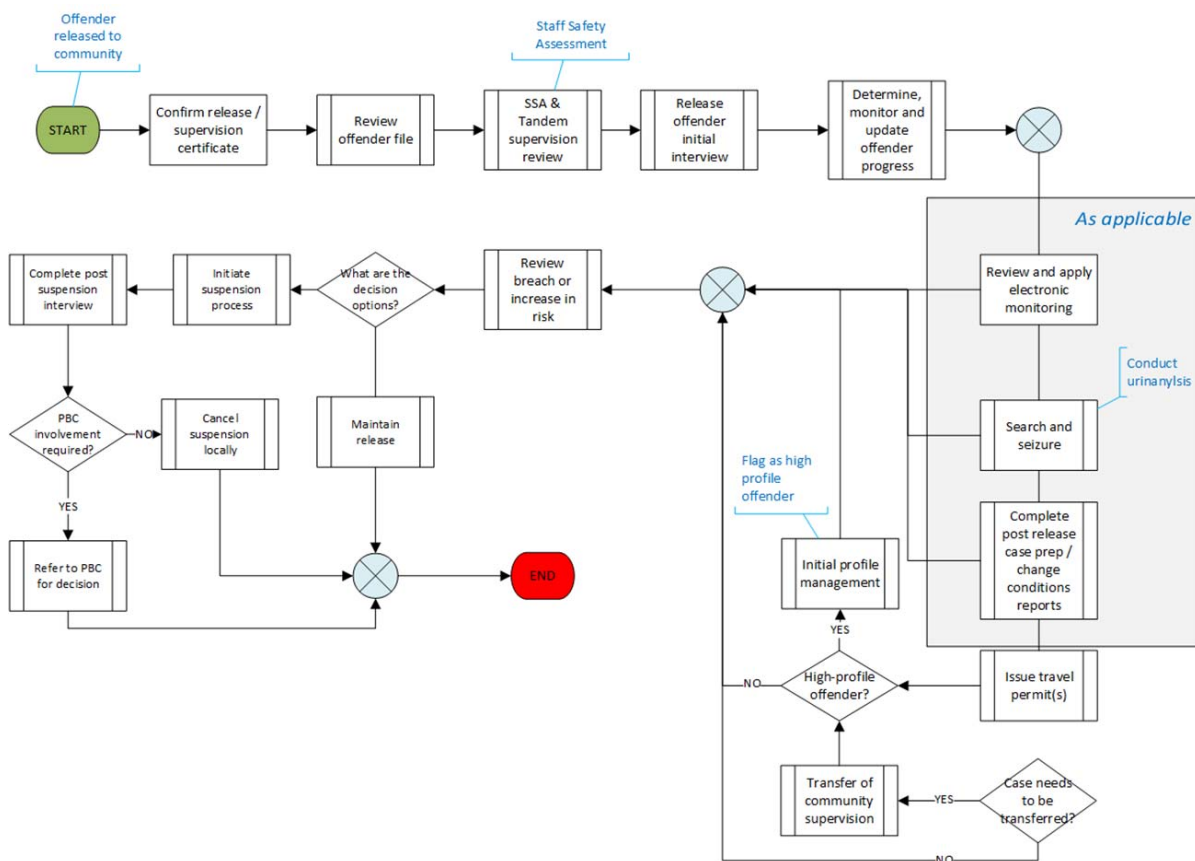
CSC remains responsible for an offender after they have been released and before full expiry of their sentence (warrant expiry). Within 24 hours of release, CSC must provide police with information about the offender, including an updated photo, and must conduct an interview to ensure the offender understands the conditions of release, and to determine the level of intervention the offender requires, based on assessed risk. There are six levels of intervention (A to E, and I or “intensive supervision”), and levels A, B and C can include “with residency”. The level of intervention determines the number of face-to-face contacts required with the offender per month; prior to any interview, or unless otherwise determined, all offenders are assigned Level A, which requires four face-to-face contacts per month.

Given that each offender presents a unique set of risks, and given that a correctional plan remains active even after an offender is released, CSC must manage a number of key considerations when an offender is under community supervision, such as:

- Staff safety assessments;
- Offender progress;
- Travel permits;
- Community accommodations;
- Electronic monitoring, to enforce conditions of release;
- Re-assignment of supervision;
- Suspensions; and
- Information sharing about high profile offenders.

16.2 Current Business Process Overview

High-Level Workflow:



Business Process Overview

- The process starts when an offender has been released to the community. The release certificate is confirmed and the offender file is reviewed.
- The safety and supervision assessment is completed by the supervising parole officer in accordance with policy and required reviews are performed.
- Within a specified timeframe, an interview with the offender is conducted and required information is provided to the police. The Correctional Plan is reviewed and the Initial Interview Checklist is completed.
- The parole officer meets with the offender at a frequency that is in accordance with the level of intervention determined. Progress against the Correctional Plan is assessed and any special conditions are monitored.

- If applicable and as required, electronic monitoring processes are followed, post-release case preparations and change condition reports are completed, and travel permits are reviewed and issued in accordance with policy.
- In the event that the case needs to be transferred, the Parole Office must consider the offender's stability and case specific factors to ensure the transfer process is consistent with the goals of the Correctional Plan.
- For high profile offenders, the procedures regarding high profile offenders are followed in accordance with policy.
- Following a breach or increased level in risk, processed for suspension may be followed in accordance with policy or the release may be maintained. If required, PBC may also be involved in the decision process.

CSC relies on OMS for case information about an offender, including progress in meeting correctional plan objectives, and to issue travel permits, track staff safety, manage changes in supervision, suspensions and to flag whether an offender is high profile. Fundamentally, CSC must continually re-assess risk and base decisions about release including any suspensions, on those assessments. Note, the level of intervention and the location of the offender determines how many case files any one staff can manage, and affects the overall allocation of resources.

All information gathered during offender meetings is written on paper and inputted into OMS once parole officers (PO) have returned from the community. Additionally, parole officers enter repetitive background-type information about the offender prior to adding the details of the offender meeting in many instances.

16.3 Problem/Opportunity Statement

Community parole officers spend significant amounts of time traveling to and from meetings with offenders in the community. This is especially impactful for high risk offenders as they require contact on a more frequent basis. Reducing or in some instances eliminating travel time could foreseeably aid community parole officers in balancing their workloads and meeting their mandate.

Enabling community parole officers to input information directly into the Solution from remote community locations would save time that could be better spent addressing offender supervision requirements. Populating pre-defined content into certain document types (such as an assessment for decision) would also result in time savings and improve consistency.

16.4 Future State

CSC is interested in modernizing and redesigning the approach to community supervision, for example by promoting more virtual meetings with offenders to improve frequency of contact and reduce travel costs while addressing and assessing risks; and by continuing to expand the use of electronic monitoring tools that monitor compliance for geographic conditions.

In some areas, for example with regards to community accommodations, CSC is looking to improve information sharing. Specific examples could include, but are not limited to:

- A digital data capture process where parole officers have remote access to a more intuitive and user-friendly Solution;
- Possible use of video-conferencing or similar technology to reduce parole officer travel requirements; and
- Possible use of voice-to-text or similar software to reduce manual data entry requirements, or better use of remote technologies to ensure well-structured data is captured in a timely manner at source, reducing the burden of later processing.

16.5 Desired Business Outcome

Community supervision is a critical part in the transition of an offender back into society and has a significant impact on their successful reintegration. Ensuring that CSC continues to deliver results effectively by supporting offender reintegration, ensuring public safety, and improving efficiency and flexibility in the delivery of community supervision, are critical elements of a new and modernized offender management Solution. A transformational Solution will provide a number of specific benefits, for example:

- Remote / off-site access to view and input data electronically;
- Reduced travel requirements while increasing frequency of contact, through more flexible scheduling approaches; and
- Improved efficiency and effectiveness as related to the tracking, monitoring and reporting of offenders in the community.

16.6 Business Requirements

The business requirements have been grouped into themes for this business capability. Reference Appendix 4 – Solution Requirements for the list of requirements by capability and theme.

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16.7 Sources

Evaluation Report Community Mental Health Initiative November 2008 - File #394-2-51	Recommendation #3 CSC should explore and develop mechanisms to increase information-sharing across institutional and community mental health and case management teams.
Fall 2018/ report #6 Community Supervision	Ensure POs monitor offenders at least as often as standards require and monitor special conditions imposed by the PBC. Need to strengthen compliance monitoring through its existing corporate reporting system.
Corrections and Conditional Release Act (CCRA)	https://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-16.html#h-106658 See sections 100, 127, 128, 133, and 134.

17. OFFENDER RELEASE AND ABSENCE MANAGEMENT

17.1 Capability Overview

Release and absence management includes all of the processes associated with requesting, approving, tracking and evaluating a variety of categories of temporary absences as well as conditional release on parole or unconditional release at the expiry of an offender’s sentence. Types of releases and absences can include, but are not limited to:

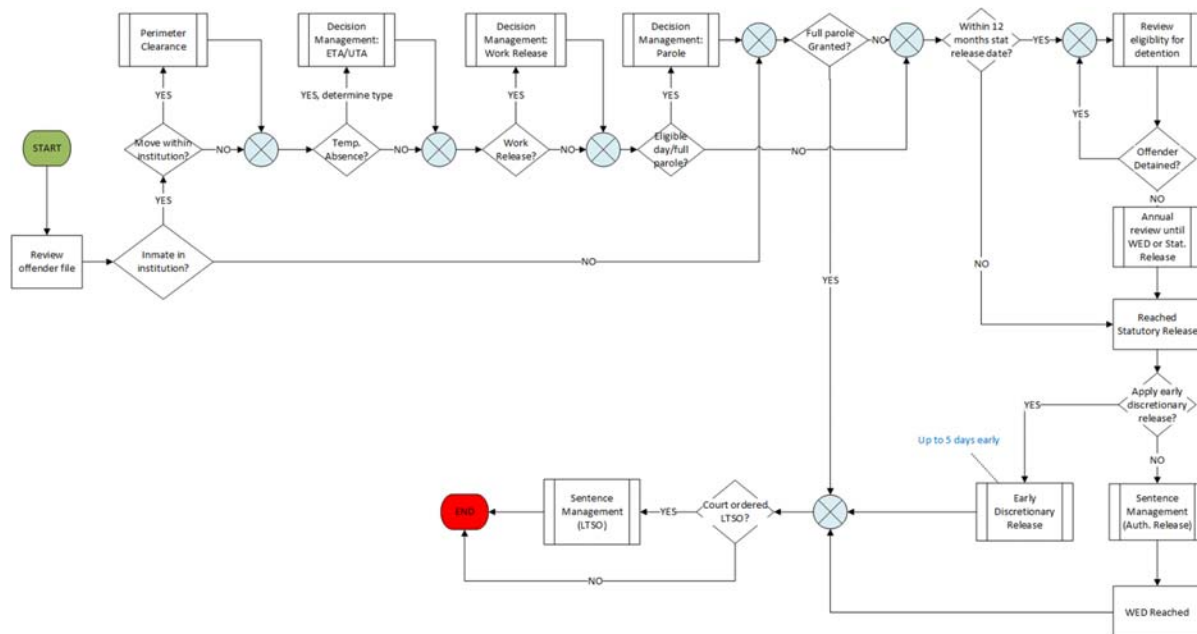
- Perimeter clearance at an institution;
- Escorted or unescorted temporary absences;
- Work releases;
- Requests for day parole, full parole, or statutory release;
- Detentions;
- Early discretionary release;
- Managing temporary accommodations in relation to a release;
- Processing the death of an offender; and

- Executing a warrant expiry and release.

Release and absence management and decision management need to be well-aligned, as sometimes CSC is the decision making authority on some releases, for others PBC is the authority. When a release requires a PBC authority, the release decision must follow processes associated with decision management.

17.2 Current Business Process Overview

High-Level Workflow:



Business Process Overview

- The business processes start when there is a need, or application, for an offender release or absence. Depending on the type of release, there are various secondary processes triggered for the review and approval of the absence or release:
 - **Perimeter Clearance:** Provides a framework for authorizing, monitoring, assessing and documenting work assignments outside the institutional perimeter and within the limits of penitentiary lands while ensuring the protection of society as the paramount consideration. Perimeter clearance also provides inmates with an opportunity to display appropriate

behaviours in a less structured environment, while promoting timely reintegration in accordance with the objectives of their Correctional Plan.

- **Temporary Absences:** Provides inmates with opportunities to access the community or another institution for medical, administrative, parental responsibility, compassionate reasons, community service, family contact, personal development, and for rehabilitative purposes.
 - **Escorted Temporary Absence (ETA):** A release in which an inmate leaves the institution accompanied by one or more escorts. Inmates can take part in ETAs either alone or as a member of a group.
 - **Unescorted Temporary Absence (UTA):** When an inmate leaves the institution unaccompanied by CSC staff. Inmates must have served part of their sentence before being eligible to apply for a UTA. Inmates classified as maximum security are not eligible for UTAs. UTAs are important in demonstrating readiness for gradual release to the community, and are often a step that is necessary for offender's serving a life sentence to take prior to being supported for Day or Full Parole.
 - **Work Release:** Work release involves work or community service outside the institution. It is a structured release program and is established for a specified period of time. A staff member or other authorized person or organization supervises work releases. Inmates who are eligible for a UTA are also eligible to apply for a work release.
- **Day Parole:** Provides offenders with the opportunity to take part in ongoing community-based activities. Usually the offender resides at a correctional institution or community-based residential facility. Offenders are also granted day parole to prepare for full parole and statutory release.
- **Full Parole:** A form of conditional release that allows an offender to serve part of a prison sentence in the community. CSC supervises the offender and they must abide by conditions designed to reduce the risk of re-offending, and foster reintegration of the offender into the community. Under full parole, offenders do not have to return nightly to an institution. They must report regularly to a parole supervisor, and in certain cases, to the police.
- **Statutory Release (SR):** A mandatory form of release available to offenders serving determinate sentences. All offenders, unless they are serving life or indeterminate sentences, are eligible for SR. The process requires federally sentenced inmates to serve the final third of their sentence in the community. CSC supervises them and imposes conditions of release similar to full parole.

- **Warrant Expiry Date (WED):** Release on expiry of sentence is not a conditional release. It is the full release an inmate receives after serving their entire sentence. It applies to inmates considered too dangerous to return to the community under statutory release.
- **Early Discretionary Release:** Release prior to the SR or WED.
- **Detention:** Procedures for the assessment of offenders against criteria for detention and submission of cases to the Parole Board of Canada within prescribed timeframes.³

17.3 Problem/Opportunity Statement

Tracking and evaluating the incremental benefits (i.e. reducing recidivism, successful reintegration) of certain absences and work releases requires further refinement from a program integrity standpoint.

There is an opportunity to gather more detailed information related to the various absence and release types in order to inform decisions, support information sharing, and to gain insights on how to better redirect resources accordingly.

Integrated access to offender information in this area will help CSC staff inform indicators for successful reintegration or risk of escape as it relates to the decision making process for releases. Information on past releases provide opportunity to improve levels of trust and increase confidence in smooth transition from earlier releases to warrant expiry.

17.4 Future State

CSC aims to modernize and evolve this capability based on approaches and information that are currently gathered about offenders. For example, in future:

- Better access to and integration of information about an offender's unique risk/needs profile can support improved recommendations for temporary absences and work releases including the scheduling of these events during the correctional planning cycle at intake to help develop a clear way forward (managing expectations) for the offender to successfully secure the earliest release type possible; and
- Access to more robust program integrity data will enhance information for research, in order to refine target offender populations that could benefit from these release types.

³ <https://www.csc-scc.gc.ca/lois-et-reglements/712-2-cd-eng.shtml>

17.5 Desired Business Outcomes

Improvements related to this capability will support the outcomes of increased efficiency, improved effectiveness and enhanced flexibility. Specific outcomes include, but are not limited to:

- Greater access to data to assist with research on substantiating the benefits of temporary absences and work releases including insights on what groups of offenders benefit the most, the timing of the releases and the duration;
- Incorporation of current release types as part of the planning cycle for offenders at intake (correctional planning); and
- An improved ability to manage and collect information about releases across release types at a more detailed level to inform decision making.

17.6 Business Requirements

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17.7 Sources

Public links to policy:	https://www.csc-scc.gc.ca/acts-and-regulations/710-3-cd-eng.shtml
CD 710-3 Temporary Absences	
CD 710-4 Perimeter Security Clearance	https://www.csc-scc.gc.ca/politiques-et-lois/710-4-cd-eng.shtml
CD 710-7 Work Releases	https://www.csc-scc.gc.ca/acts-and-regulations/710-7-cd-en.shtml
CD 712-2 Detention	https://www.csc-scc.gc.ca/acts-and-regulations/712-2-cd-eng.shtml#s3d
CD 712-4 Release Process	https://www.csc-scc.gc.ca/acts-and-regulations/712-4-cd-en.shtml
Corrections and Conditional Release Act (CCRA)	https://laws-lois.justice.gc.ca/eng/acts/C-44.6/index.html See sections 17, 18, 93, 100

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- The ability to access the history of grievances and human rights complaints, linked by offender and/or site. This will provide the ability to easily identify patterns and repeat issues.

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- Digitization of the offender grievance and complaint processes from receipt to resolution;
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16. OFFENDER COMMUNITY SUPERVISION

16.1 Capability Overview

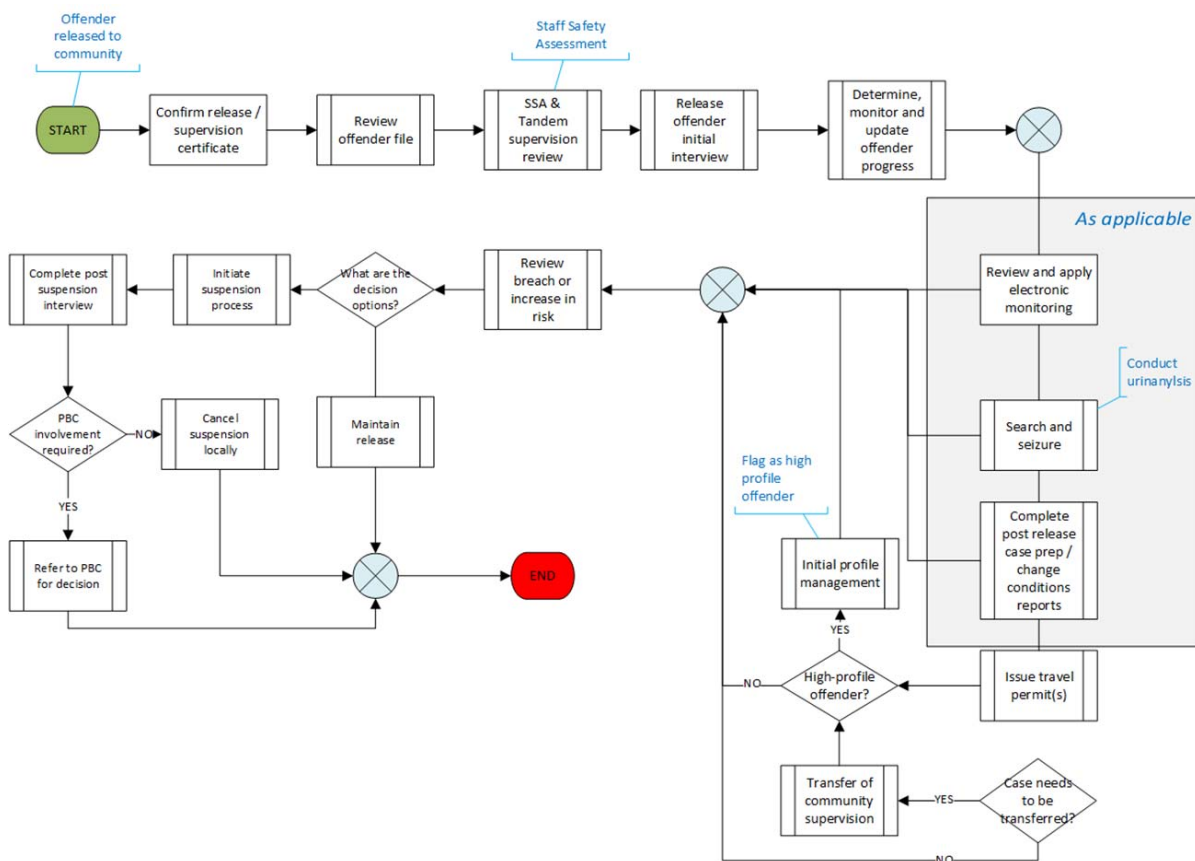
CSC remains responsible for an offender after they have been released and before full expiry of their sentence (warrant expiry). Within 24 hours of release, CSC must provide police with information about the offender, including an updated photo, and must conduct an interview to ensure the offender understands the conditions of release, and to determine the level of intervention the offender requires, based on assessed risk. There are six levels of intervention (A to E, and I or “intensive supervision”), and levels A, B and C can include “with residency”. The level of intervention determines the number of face-to-face contacts required with the offender per month; prior to any interview, or unless otherwise determined, all offenders are assigned Level A, which requires four face-to-face contacts per month.

Given that each offender presents a unique set of risks, and given that a correctional plan remains active even after an offender is released, CSC must manage a number of key considerations when an offender is under community supervision, such as:

- Staff safety assessments;
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Community supervision is a critical part in the transition of an offender back into society and has a significant impact on their successful reintegration. Ensuring that CSC continues to deliver results effectively by supporting offender reintegration, ensuring public safety, and improving efficiency and flexibility in the delivery of community supervision, are critical elements of a new and modernized offender management Solution. A transformational Solution will provide a number of specific benefits, for example:

- Remote / off-site access to view and input data electronically;
- Reduced travel requirements while increasing frequency of contact, through more flexible scheduling approaches; and
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17. OFFENDER RELEASE AND ABSENCE MANAGEMENT

17.1 Capability Overview

Release and absence management includes all of the processes associated with requesting, approving, tracking and evaluating a variety of categories of temporary absences as well as conditional release on parole or unconditional release at the expiry of an offender's sentence. Types of releases and absences can include, but are not limited to:

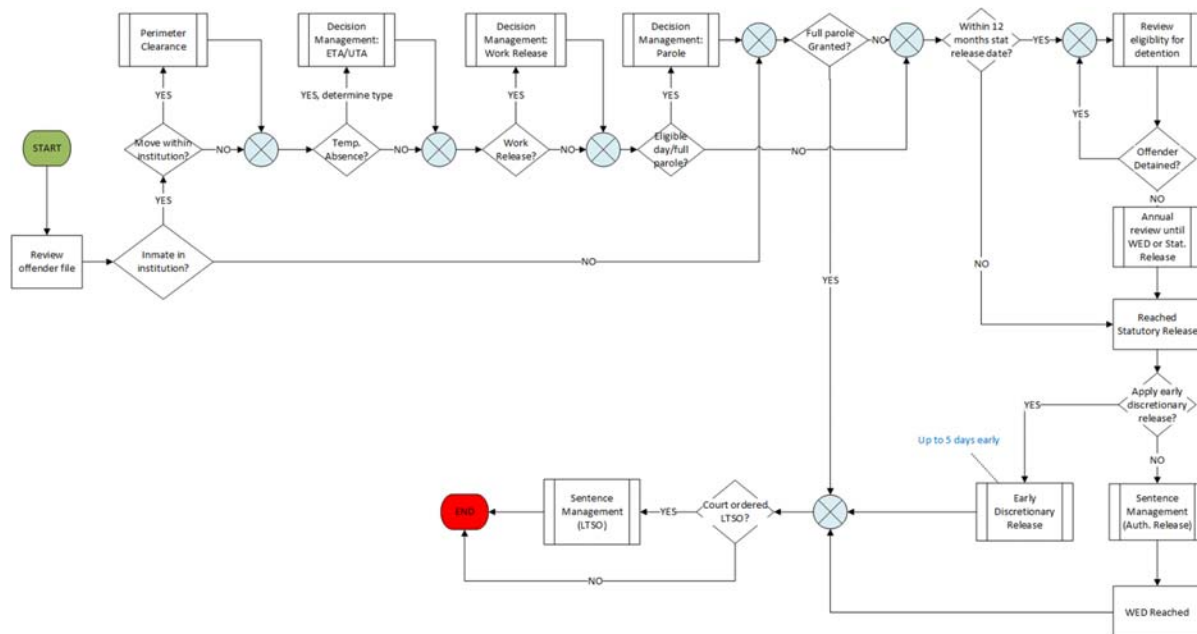
- Perimeter clearance at an institution;
- Escorted or unescorted temporary absences;
- Work releases;
- Requests for day parole, full parole, or statutory release;
- Detentions;
- Early discretionary release;
- Managing temporary accommodations in relation to a release;
- Processing the death of an offender; and

- Executing a warrant expiry and release.

Release and absence management and decision management need to be well-aligned, as sometimes CSC is the decision making authority on some releases, for others PBC is the authority. When a release requires a PBC authority, the release decision must follow processes associated with decision management.

17.2 Current Business Process Overview

High-Level Workflow:



Business Process Overview

- The business processes start when there is a need, or application, for an offender release or absence. Depending on the type of release, there are various secondary processes triggered for the review and approval of the absence or release:
 - **Perimeter Clearance:** Provides a framework for authorizing, monitoring, assessing and documenting work assignments outside the institutional perimeter and within the limits of penitentiary lands while ensuring the protection of society as the paramount consideration. Perimeter clearance also provides inmates with an opportunity to display appropriate

behaviours in a less structured environment, while promoting timely reintegration in accordance with the objectives of their Correctional Plan.

- **Temporary Absences:** Provides inmates with opportunities to access the community or another institution for medical, administrative, parental responsibility, compassionate reasons, community service, family contact, personal development, and for rehabilitative purposes.
 - **Escorted Temporary Absence (ETA):** A release in which an inmate leaves the institution accompanied by one or more escorts. Inmates can take part in ETAs either alone or as a member of a group.
 - **Unescorted Temporary Absence (UTA):** When an inmate leaves the institution unaccompanied by CSC staff. Inmates must have served part of their sentence before being eligible to apply for a UTA. Inmates classified as maximum security are not eligible for UTAs. UTAs are important in demonstrating readiness for gradual release to the community, and are often a step that is necessary for offender's serving a life sentence to take prior to being supported for Day or Full Parole.
 - **Work Release:** Work release involves work or community service outside the institution. It is a structured release program and is established for a specified period of time. A staff member or other authorized person or organization supervises work releases. Inmates who are eligible for a UTA are also eligible to apply for a work release.
- **Day Parole:** Provides offenders with the opportunity to take part in ongoing community-based activities. Usually the offender resides at a correctional institution or community-based residential facility. Offenders are also granted day parole to prepare for full parole and statutory release.
- **Full Parole:** A form of conditional release that allows an offender to serve part of a prison sentence in the community. CSC supervises the offender and they must abide by conditions designed to reduce the risk of re-offending, and foster reintegration of the offender into the community. Under full parole, offenders do not have to return nightly to an institution. They must report regularly to a parole supervisor, and in certain cases, to the police.
- **Statutory Release (SR):** A mandatory form of release available to offenders serving determinate sentences. All offenders, unless they are serving life or indeterminate sentences, are eligible for SR. The process requires federally sentenced inmates to serve the final third of their sentence in the community. CSC supervises them and imposes conditions of release similar to full parole.

- **Warrant Expiry Date (WED):** Release on expiry of sentence is not a conditional release. It is the full release an inmate receives after serving their entire sentence. It applies to inmates considered too dangerous to return to the community under statutory release.
- **Early Discretionary Release:** Release prior to the SR or WED.
- **Detention:** Procedures for the assessment of offenders against criteria for detention and submission of cases to the Parole Board of Canada within prescribed timeframes.³

17.3 Problem/Opportunity Statement

Tracking and evaluating the incremental benefits (i.e. reducing recidivism, successful reintegration) of certain absences and work releases requires further refinement from a program integrity standpoint.

There is an opportunity to gather more detailed information related to the various absence and release types in order to inform decisions, support information sharing, and to gain insights on how to better redirect resources accordingly.

Integrated access to offender information in this area will help CSC staff inform indicators for successful reintegration or risk of escape as it relates to the decision making process for releases. Information on past releases provide opportunity to improve levels of trust and increase confidence in smooth transition from earlier releases to warrant expiry.

17.4 Future State

CSC aims to modernize and evolve this capability based on approaches and information that are currently gathered about offenders. For example, in future:

- Better access to and integration of information about an offender's unique risk/needs profile can support improved recommendations for temporary absences and work releases including the scheduling of these events during the correctional planning cycle at intake to help develop a clear way forward (managing expectations) for the offender to successfully secure the earliest release type possible; and
- Access to more robust program integrity data will enhance information for research, in order to refine target offender populations that could benefit from these release types.

³ <https://www.csc-scc.gc.ca/lois-et-reglements/712-2-cd-eng.shtml>

17.5 Desired Business Outcomes

Improvements related to this capability will support the outcomes of increased efficiency, improved effectiveness and enhanced flexibility. Specific outcomes include, but are not limited to:

- Greater access to data to assist with research on substantiating the benefits of temporary absences and work releases including insights on what groups of offenders benefit the most, the timing of the releases and the duration;
- Incorporation of current release types as part of the planning cycle for offenders at intake (correctional planning); and
- An improved ability to manage and collect information about releases across release types at a more detailed level to inform decision making.

17.6 Business Requirements

The business requirements have been grouped into themes. Reference Appendix 4 – Solution Requirements for the list of requirements by capability and theme.

17.7 Sources

Public links to policy:	https://www.csc-scc.gc.ca/acts-and-regulations/710-3-cd-eng.shtml
CD 710-3 Temporary Absences	
CD 710-4 Perimeter Security Clearance	https://www.csc-scc.gc.ca/politiques-et-lois/710-4-cd-eng.shtml
CD 710-7 Work Releases	https://www.csc-scc.gc.ca/acts-and-regulations/710-7-cd-en.shtml
CD 712-2 Detention	https://www.csc-scc.gc.ca/acts-and-regulations/712-2-cd-eng.shtml#s3d
CD 712-4 Release Process	https://www.csc-scc.gc.ca/acts-and-regulations/712-4-cd-en.shtml
Corrections and Conditional Release Act (CCRA)	https://laws-lois.justice.gc.ca/eng/acts/C-44.6/index.html See sections 17, 18, 93, 100

18. DECISIONS MANAGEMENT

18.1 Capability Overview

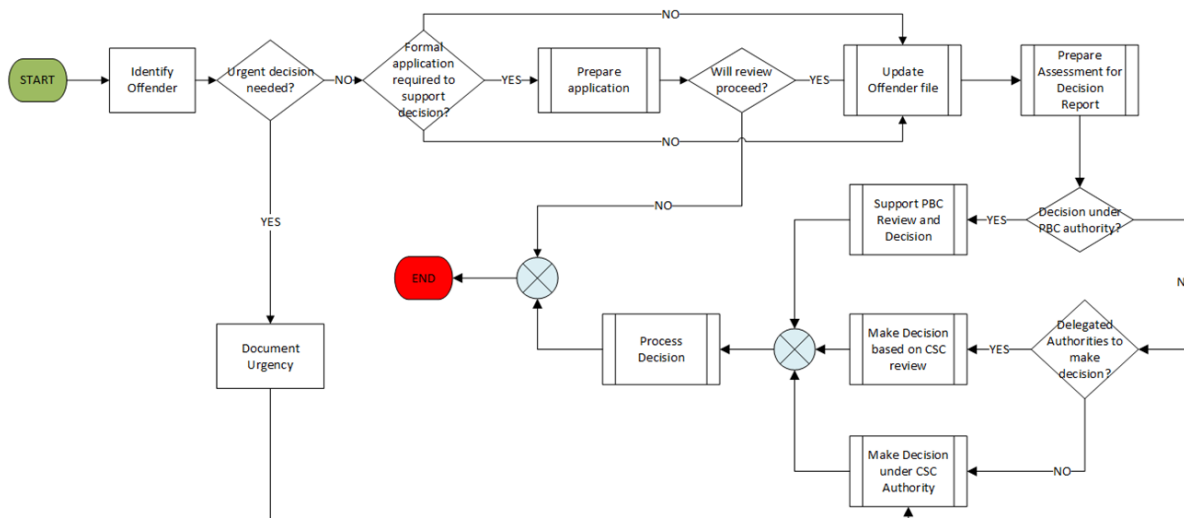
There are a number of key decisions made throughout an offender's sentence. Each decision requires analysis of a number of factors. From this analysis, a recommendation is provided to different levels of authority inside and outside of CSC in order to formulate a decision. This decision is then recorded and shared with the offender.

CSC has the legal authority to render a number of key decisions related to the offender, for example in terms of security, discipline, and transfers. PBC is the legal authority for granting a conditional release to Federal offenders and for imposing conditions on offenders during their release. In some cases, for example, during an emergency transfer, CSC must make a decision and then provide documentation that supports the rationale for that decision.

CSC is required to document and share with the offender and, for some decisions, with the PBC all pertinent information relevant to a decision that impacts that offender and his or her sentence, as well as the rationale for the decision itself.

18.2 Current Business Process Overview

High-Level Workflow:



Business Process Overview

Decision management is a capability that is applied to various scenarios. The process starts when a decision is required. It is then reapplied to cancel a decision, reconfirm a decision, or suspend a decision.

- Where an urgent decision is required, the urgency is documented and a decision is made under the CSC Authority.
- For non-urgent decisions, the Offender File is updated and an Assessment for Decision (A4D) report is prepared. If required, a formal application is also prepared.

Decision Reviews

- If the authority rests with the PBC, the decision is sent to them for review.
- If the decision is being made through delegated authorities, it is reviewed and decided by CSC.
- Urgent decisions are made under CSC authority
- All decisions are sent to the unit admin to be processed.

18.3 Problem/Opportunity Statement

Decision management is a core and complex capability for CSC, currently supported by reports and other information that provide timely assessments of offender risk or other considerations needed to respond to offender requests or to deliver on the requirements of an offender's sentence.

Currently, the manner in which CSC conducts assessments for decisions is not well aligned with how the PBC analyses and measures offender progress and evaluates the quality of decision information. Additionally, not all decisions require the same template for analysis, causing inefficiencies for some of the less technical and more administrative decisions. A modernized OMS will standardize and streamline information used to support timely, flexible decision-making to support improved public safety outcomes.

18.4 Future State

CSC requires a modern, transformative Solution based on sound, proven technologies to enable a redesign of existing business processes. It is not looking to innovate in this area, although it will review innovative proposals that demonstrate improvements to efficiency and flexibility. A transformative Solution will shift CSC's current practice away from a paper-based approach to one that is better enabled by modern information and document management technology that provides features such as accountable, role-based access and electronic signatures. CSC's focus is on delivering on core business requirements, and encouraging modern practices that support, for example:

- The use of more dynamic decision records that ensure the information needed to support a decision is current and can be captured at key points in time to provide a clear record of the basis for any decision, as decisions can be subject to review or grievance;

- The streamlined creation, structure and management of any decision documents to more closely align to the needs of the PBC, while being better tailored to the requirements of each decision type that CSC is required to recommend and/or render; and
- An enhanced ability to share information with offenders digitally in a secure and private manner.

18.5 Desired Business Outcome

A modernized Solution that supports improvements to decision management to increase efficiency, improve effectiveness and enhance flexibility, for example, by:

- Spending less time on writing up the administrative (and less risky) decisions for an offender, building on information and data that is captured from efforts associated with other capabilities;
- Increasing alignment with the analysis and formatting required by the PBC for release decisions;
- Improving access to the information about a decision with an offender;
- Improving the capture of structured data pertaining to information sharing with partners and streamlining information sharing with partners;
- Improving access to data and analysis regarding outcomes of decisions rendered (e.g. recidivism on Day Parole vs Statutory Release);
- Streamlining applications and eliminating unnecessary paperwork (e.g. offender requests to waive or postpone reviews or to withdraw their application) for decision management, which are currently paper based;
- Improving tracking of jurisdictional decision requirements; and
- Improving CSC's ability to ensure all relevant information is considered in the decision-making process for decisions under CSC authority, or available to decision makers under PBC Authority.

18.6 Business Requirements

The business requirements have been grouped into themes for this business capability. Reference Appendix 4 – Solution Requirements for the list of requirements by capability and theme.

19. PERFORMANCE AND MANAGEMENT REPORTING

19.1 Capability Overview

CSC must track and manage performance information to inform operations and develop regional and national insights related to offender management. CSC also relies on operational performance information and reporting tools to address ad hoc reporting requests and support departmental results reporting.

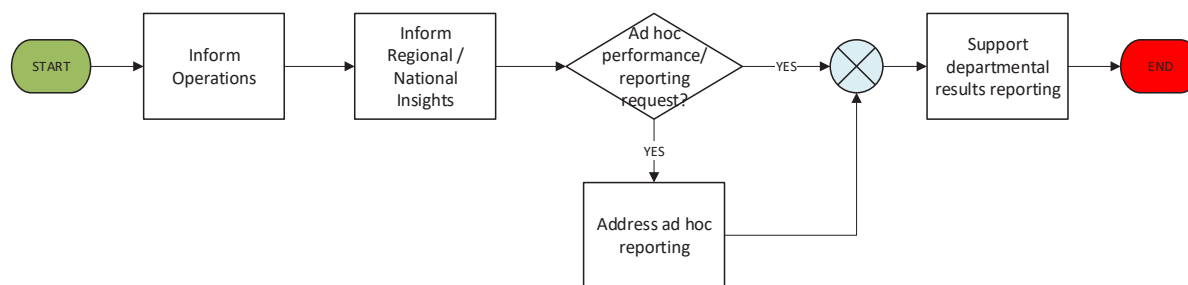
CSC has a variety of reporting tools that it relies upon for operational and performance reporting. These include:

- Reports of Automated Data Applied to Reintegration (RADAR) – A collection of offender reports;
- Performance Direct (PD) – Monitors and reports results along the offender's sentence continuum;
- Departmental Performance Results Framework (DRF) – Online tool or dashboard that presents performance information and summaries of several DRF performance indicators; and
- Portal on Results, Information, Measurement and Evaluation (PRIME) – Provides data on CSC's performance at a high level.

CSC is focused on enhancing the operational reporting component while ensuring there is appropriate data to support national performance reporting systems.

19.2 Current Business Process Overview

High-Level Workflow:



Business Process Overview

Performance and management reporting is an ongoing process that is dependant on the current OMS business processes that precede it.

- The data collected throughout CSC's offender management business capabilities are used to support the management of offenders. Furthermore, the data is shared with other systems and stakeholders and is leveraged to build reports outside of OMS; and
- For ad hoc or operational reporting requests, the team leverages OMS data and information from other CSC tools and sources to manually pull together the required information.

19.3 Problem/Opportunity Statement

CSC currently relies on a number of operational reporting tools, external to OMS, in a number of different areas. Front-line workers have to move between systems and other tools to access a number of key reports that assist them in their day-to-day work activities.

19.4 Future State

CSC is seeking to redesign its capacity to support operational reporting, and to adopt modern approaches such as dashboards and reports based on real-time data to address the information needs at a staff and management level. In future, the Solution should support a more flexible and user-centered approach towards operational reporting that enables improved analysis, decisions, and case management, and improved access to data and information needed to support broader performance reporting.

19.5 Desired Business Outcomes

Improvements related to this capability will support the outcomes of improved effectiveness, increased efficiency and enhanced flexibility. Specific outcomes include, but are not limited to:

- Improved ability to access data and present it in consumable reports by a number of different audiences at the regional and national level to support operational effectiveness and enable reporting on departmental results and outcomes;
- A consistent, streamlined user-experience to ensure that this data is readily accessible to all audiences, enabling them to access standardized operational performance information, and to generate custom operational performance reports for both regional and national staff and management; and
- Improved flexibility to configure operational reports and dashboards to ensure new information is available for analysis and insight generation.

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19.6 Business Requirements

The business requirements have been grouped into themes for each business capability. Reference Appendix 4 – Solution Requirements for the list of requirements by capability and theme.

Appendix 2 – Technical Capability Descriptions

New and modified technical capabilities will be required in order to support the business capabilities for the modernized OMS and to achieve CSC's overall vision for the future. The technical capabilities have been divided into categories and the detailed requirements for each category are provided in Appendix 4 – Solution Requirements.

1. COMPATIBILITY AND INTEGRATION

1.1 Capability Overview

Compatibility and integration describes the types of environments the Solution will be expected to perform in and the systems with which it must integrate.

1.2 Problem/Opportunity Statement

The OMS suite of applications has been developed on platforms using technology that is now outdated. There is an opportunity to ensure that the Solution can be hosted in modern environments and seamlessly support exchange of information between systems and external partners.

1.3 Desired Outcomes

Improvements under this capability will support the outcomes of increased efficiency, improved effectiveness and enhanced flexibility. Specific outcomes include, but are not limited to:

- Enhanced flexibility to meet evolving stakeholder needs;
- Improved effectiveness and efficiency by providing a consistent approach to integration activities; and
- Efficient and effective development and testing by ensuring the appropriate environments are available.

1.4 Technical Requirements

The technical requirements have been grouped into themes. Reference Appendix 4 – Solution Requirements for the list of requirements by capability and theme.

1.5 Sources

Public links to policy and standards

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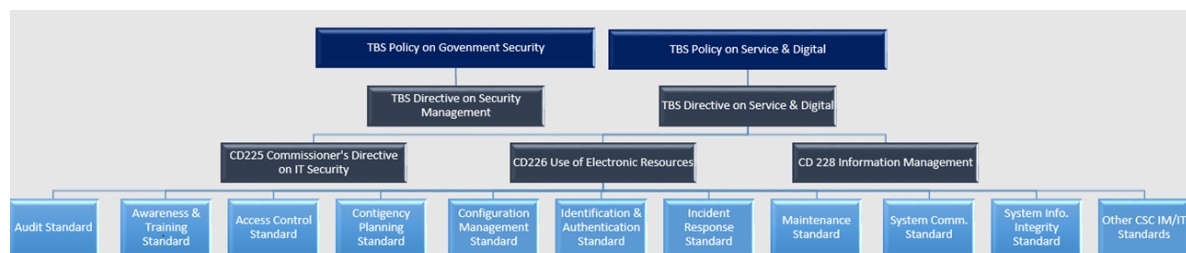
2. SECURITY AND PRIVACY

2.1 Capability Overview

From a security perspective, the data managed through the OMS is classified as Protected B, Medium Integrity, and Medium Availability (PBMM). The Solution must therefore comply with the IT policies, directives, guidelines and services provided by the Government of Canada, TBS, SSC, and CCCS required to safeguard data and systems at this level.

The requirements describe how the system and data are protected from unauthorized access and modifications and how the Solution must be in compliance with security, privacy, data protection and residency standards. Furthermore, they address Confidentiality, Integrity, Availability (CIA), and User Administration requirements:

- Confidentiality measures are designed to protect against unauthorized disclosure of information to ensure privacy protection;
- Integrity involves protection from unauthorized modifications of data and applications;
- Availability is protecting the functionality that ensures data is available when it is needed by its users; and
- User administration describes the requirements for managing user profiles within the application.



2.2 Problem/Opportunity Statement

CSC's current suite of OMS applications are hosted on premise in a Government of Canada legacy data centre, but the vision for the modernized OMS is to leverage CSC's cloud architecture to improve application availability, scalability and sustainability.

Solution components hosted in the cloud must comply with CSC's security standards as well as Government of Canada security controls.

2.3 Desired Outcomes

Improvements under this capability provide a technical foundation to support the overall project outcomes of increased efficiency, improved effectiveness and enhanced flexibility. Specific outcomes include, but are not limited to:

- A Solution capable of protecting systems and data classified as Protected B, Medium Integrity, Medium Availability (PBMM);
- The ability to align to Government of Canada (GC) and industry best practices and standards as they relate to security and privacy;
- A Solution that aligns to the IT-Security related standards at CSC that have been developed in keeping with CCCS ITSG-33 security controls;
- Secure maintenance and technical support that meet Government of Canada security policies and standards, including data residency requirements;
- Increased effectiveness by supporting integration with tools and services for account administration
- Improved efficiency by automating certain user account administration tasks where possible; and
- Enhanced flexibility to meet evolving legislative needs and the demands of stakeholders.

2.4 Technical Requirements

The technical requirements have been grouped into themes. Reference Appendix 4 – Solution Requirements for the list of requirements by capability and theme.

2.5 Sources

Public links to policy

Information Technology
Security Guidance (ITSG-33)

<https://cyber.gc.ca/en/guidance/overview-itsg-33>

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TBS directive on electronic data residency	https://www.canada.ca/en/government/system/digital-government/digital-government-innovations/cloud-services/direction-electronic-data-residency.html
Government of Canada Standards on APIs	https://www.canada.ca/en/government/system/digital-government/modern-emerging-technologies/government-canada-standards-apis.html
Baseline Security Requirements for Network Security Zones in the Government of Canada (ITSG-22)	https://cyber.gc.ca/sites/default/files/publications/itsg-22-eng.pdf
Treasury Board Secretariat of Canada: Levels of Security	https://www.tpsgc-pwgsc.gc.ca/esc-src/protection-safeguarding/niveaux-levels-eng.html
Network Security Zoning – Design Considerations for Placement of Services with Zones (ITSG-38)	https://www.cyber.gc.ca/en/guidance/network-security-zoning-design-considerations-placement-services-within-zones-itsg-38
Cryptographic Algorithms for UNCLASSIFIED, PROTECTED A, and PROTECTED B Information (ITSP.40.111)	https://cyber.gc.ca/en/guidance/cryptographic-algorithms-unclassified-protected-and-protected-b-information-itsp40111
Guidance on Securely Configuring Network Protocols (ITSP.40.062)	https://cyber.gc.ca/en/guidance/guidance-securely-configuring-network-protocols-itsp40062
Secure Electronic Signature Regulations (SOR/2005-30)	https://laws-lois.justice.gc.ca/eng/regulations/SOR-2005-30/page-1.html
Policy on Government Security	https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=16578

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Directive on Security Management	https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32611
Interim Policy on Privacy Protection	https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12510&section=html
The Personal Information Protection and Electronic Documents Act (PIPEDA) (S.C. 2000, c.5)	https://laws-lois.justice.gc.ca/eng/acts/P-8.6/index.html
Privacy Act (R.S.C., 1985, c. P-21)	https://laws-lois.justice.gc.ca/eng/acts/p-21/
Standard on Privacy and Web Analytics	https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=26761
Directive on Identity Management	https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=16577
Directive on Identity Management - Appendix A: Standard on Identity and Credential Assurance	https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32612
Guideline on the Management of Public Key Infrastructure in the Government of Canada	https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=20008
Security Control Profile for Cloud-based IT Services (Treasury Board of Canada Secretariat)	https://www.canada.ca/en/government/system/digital-government/digital-government-innovations/cloud-services/government-canada-security-control-profile-cloud-based-it-services.html

Direction on the Secure Use of Commercial Cloud Services: Security Policy Implementation Notice (SPIN) (Treasury Board of Canada Secretariat)	https://www.canada.ca/en/government/system/digital-government/digital-government-innovations/cloud-services/direction-secure-use-commercial-cloud-services-spin.html
Cloud Security Risk Management Approach and Procedures (Treasury Board of Canada Secretariat)	https://www.canada.ca/en/government/system/digital-government/digital-government-innovations/cloud-services/cloud-security-risk-management-approach-procedures.html
Government of Canada Considerations for the Use of Cryptography in Commercial Cloud Services	https://www.canada.ca/en/government/system/digital-government/digital-government-innovations/cloud-services/government-canada-consideration-use-cryptography-in-cloud.html
Security Playbook for Information System Solutions	https://www.canada.ca/en/government/system/digital-government/digital-government-innovations/cloud-services/security-playbook-information-system-solutions-cloud.html
Contract Security Manual – Chapter 6: Handling and Safeguarding Information and Assets	https://www.tpsgc-pwgsc.gc.ca/esc-src/msc-csm/chap6-eng.html

3. RELIABILITY

3.1 Capability Overview

The OMS is CSC's mission critical system for offender management and therefore must be highly reliable.

Reliability defines the extent to which the Solution consistently performs specified functions without failure. Performance and capacity management planning helps to ensure that critical business processes always have enough capacity to run effectively. Failure or disruption may result in serious impacts to processes and operations and therefore the system must be highly available and quick to recover.

In this context, reliability includes:

- Performance can be defined as the speed with which a system responds to certain user actions under a specified workload and its ability to scale up or down in response to changes in application and system processing demands;

- Capacity describes the amount of information, users or services that can be handled by the system;
- Availability describes locations of operation, hours of operation, the percentage of time the system is up and running correctly, and the amount of time allowed for maintenance operations; and
- Recoverability describes how easily and quickly the system can recover to full operations after a disruptive event (e.g. software/hardware/infrastructure failures), and natural disasters.

3.2 Problem/Opportunity Statement

The implementation of a new Solution must be designed to be highly performant under a various set of conditions. As a mission critical application, the Solution must be highly reliable and capable of scaling to meet the needs of the business.

In the event of a disruptive event, the Solution must have the ability to be recovered easily and quickly to minimize impact to business and operations.

3.3 Desired Outcomes

Improvements under this capability will support the outcomes of increased efficiency, improved effectiveness and enhanced flexibility. Specific outcomes include, but are not limited to:

- Improved efficiency in meeting mission critical system requirements;
- Effective disaster recovery and recoverability processes;
- Effectively scale to support current and projected future state conditions of the system and demands of users; and
- Enhanced flexibility to meet evolving stakeholder needs.

3.4 Technical Requirements

The technical requirements have been grouped into themes. Reference Appendix 4 – Solution Requirements for the list of requirements by capability and theme.

3.5 Sources

Public links to policy and standards

N/A

4. MAINTAINABILITY, SERVICEABILITY, MANAGEABILITY

4.1 Capability Overview

The purpose of this capability is to describe the set of features that support the ease and speed of which corrective and preventative maintenance can be conducted on a system.

4.2 Problem/Opportunity Statement

The OMS suite of applications have been developed on various technology platforms resulting in a variety of resource needs and skillsets to manage, service, and maintain the Solution. In addition, the aging technology of the current OMS increases the complexity to maintain and support it.

There is an opportunity to deliver efficiencies and flexibility to ongoing support, maintenance, and enhancements by leveraging the capabilities and best practices that come with a Solution that has been developed using modern technologies.

4.3 Desired Outcomes

Improvements under this capability will support the outcomes of increased efficiency, improved effectiveness and enhanced flexibility. Specific outcomes include, but are not limited to:

- Enhanced flexibility to meet evolving legislative needs and the demands of stakeholders;
- Increased ability to efficiently deliver Solution improvements and enhancements; and
- Access to tools for effective monitoring and support.

4.4 Technical Requirements

The technical requirements have been grouped into themes. Reference Appendix 4 – Solution Requirements for the list of requirements by capability and theme.

4.5 Sources

Public links to policy

N/A

5. LOCALIZATION & USABILITY

5.1 Capability Overview

Usability can be defined as the ease at which a person can use a solution to achieve specific goals. It includes standards and best practices for accessibility, user interface / user experience (UI/UX) design, online help, and device optimization.

In the context of the various standards and guidelines:

- Web Usability: Describes the usability requirements for Government of Canada websites.
- Web Interoperability: Improves Canadians’ web experience by using technologies that support mobile devices and by making information technology easier to use in order to find government information.
- Accessibility: Accessibility and/or adaptive technologies are required in order to meet the needs of people with disabilities.

Localization describes how the solution will support the target locale and language requirements and how the solution must ensure the effective use of both official languages.

5.2 Problem/Opportunity Statement

The technology used to develop the current suite of OMS applications has aged, and presents some challenges in satisfying modern standards for accessibility and expectations for usability:

CSC’s current suite of OMS applications meet legislative requirements for both official languages. Additional tools to deliver synergies in supporting a bilingual application will bring efficiencies to application development and support;

It is increasingly challenging and complex to align to evolving industry standards and best practices for accessibility with the current suite of OMS applications; and

Many modern applications will conform to current standards “out of the box” and will also provide increased flexibility to respond to ongoing changes.

5.3 Desired Outcomes

Improvements under this capability will support the outcomes of increased efficiency, improved effectiveness and enhanced flexibility. Specific outcomes include:

- Continued ability to align to Government of Canada legislation for the official languages of Canada; and

- Enhanced flexibility to meet evolving legislative needs and the demands of stakeholders.

5.4 Technical Requirements

The technical requirements have been grouped into themes. Reference Appendix 4 – Solution Requirements for the list of requirements by capability and theme.

5.5 Sources

Public links to policy

Official Languages Act	https://lois-laws.justice.gc.ca/eng/acts/O-3.01/
TBS Directive on the Implementation of the Official Languages Regulations (Communications with and Services to the Public) Regulations	https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=26163
Commissioner's Directive 087 Official Languages	https://www.csc-scc.gc.ca/acts-and-regulations/087-cd-en.shtml
Policy on Official Languages	https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=26160
TBITS 36: All-Numeric Representation of Dates and Times -Implementation Criteria	https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=17284
Treasury Board Information Technology Standards (TBITS)	http://www.tbs-sct.gc.ca/it-ti/itp-pti/its-nit-eng.asp
Directive on Official Languages for Communications and Services	https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=26164
Standard on Web Interoperability	https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=25875

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Standard on Web Usability	https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=24227
Standard on Web Accessibility	http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=23601
Web Content Accessibility Guidelines (WCAG) 2.1	https://www.w3.org/TR/WCAG21/
Directive on the Duty to Accommodate	https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32634&section=html
Accessible Canada Act (S.C. 2019, c. 10)	https://laws-lois.justice.gc.ca/eng/acts/A-0.6/
Guideline on Making Information Technology Usable by All	https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32620
Harmonized European Standard, EN 301 549(2018).	https://www.etsi.org/deliver/etsi_en/301500_301599/301549/02.01.02_60/en_301549v020102p.pdf

Appendix 3 – Technical Landscape

1. CURRENT STATE OVERVIEW

1.1. Current State

OMS is comprised of multiple application suites, each supporting different business capabilities. The databases are distributed into six regionalized nodes located in five regionally distributed data centres. Data originates in the regions and is then replicated to the central OMS hub via Oracle Streams for consolidation and internal and external data sharing.

The Department's server environment consists of a wide array of Intel, and HP Alpha based Servers (both single and clustered) running Windows and Unix Operating systems. SSC is responsible for providing engineering, technical and administrative support for these servers, support devices, disk subsystem and attached storage. SSC is also responsible for the support, maintenance and management of the servers, and storage in the Quality Assurance (QA), Development and Engineering environments.

Regional staff provide assistance for those activities that cannot be done remotely, and administer the servers in the regional domains. Each Regional Office has a group of servers that is used for file and print services and applications for local and/or regional workgroups, as well as the infrastructure servers (domain name system (DNS), Windows internet name service (WINS), dynamic host configuration protocol (DHCP) and Domain Controllers running Active Directory) and CSC's mission-critical clusters.

1.2. Disaster Recovery

CSC has established a Disaster Recovery site in Quebec managed by SSC.

1.3. Current Offender Management Application Suite

Application / Environment	Key Information
Offender Management System - Migrated (OMSM)	<ul style="list-style-type: none">➤ Offender Management application developed as a replacement to OMS Legacy (OMS-L);➤ Microsoft VB6 with COM component on distributed Oracle databases;➤ Web server<ul style="list-style-type: none">○ Microsoft Internet Information Server (IIS) 6.0; and○ Oracle Client 18c.

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Application / Environment	Key Information
	<ul style="list-style-type: none"> ➤ MDAC 2.8; ➤ Microsoft Visual Basic® 6.0 SP 6; ➤ Microsoft Visual Studio®; ➤ Active Reports; and ➤ Active PDF.
Offender Management System – Renewal (OMSR)	<ul style="list-style-type: none"> ➤ Developed as an enhancement to OMSM; ➤ Offender Personal Property Module (OPP) developed with JAVA Thick client; and ➤ All other OMSR modules use web-based JAVA with different web-service communication protocols (SOAP, RESTful) on a centralized and consolidated Oracle Database.
Long Term Evolution (LTE) Applications	<ul style="list-style-type: none"> ➤ Created as an enhancement to OMSM & OMSR; and ➤ LTE MEAN stack: Angular scripting on Node JS with Mongo Database
Parole Board of Canada - Integrated Decision System (PBC IDS)	<ul style="list-style-type: none"> ➤ Shared tables with OMSM (Oracle); ➤ C# .NET using MVVM design pattern; and ➤ Clickonce security and deployment.
Victims Application Modernization (VAM) Module	<ul style="list-style-type: none"> ➤ Dynamic CRM 365 application; and ➤ SQL Server database.
Victims Portal	<ul style="list-style-type: none"> ➤ ASP.NET on SQL Server; and ➤ Link to Victims (VAM) module.
Data Replication, Synchronization, and Sharing	<ul style="list-style-type: none"> ➤ Achieved using a variety of push/pull methods such as extract-transform-load (ETL), PL/SQL stored procedures, Pro*C processes, Unix scripts, cron jobs, DTS packages, java web services, database links, custom import/export utilities, SMTP.
Reporting and Information Sharing	<ul style="list-style-type: none"> ➤ Applications used for internal and external reports and information sharing;

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Application / Environment	Key Information
	<ul style="list-style-type: none"> ➤ Data sharing with public safety partners and other federal or provincial departments; and ➤ Crystal Reports and CRS (Corporate Report Systems with Microsoft Reporting Services).
Data Quality for OMSM	<ul style="list-style-type: none"> ➤ Tool developed to provide authorized OMS specialists the ability to perform record unlocking and other data activities without having to send a ticket to National Headquarters
Desktop Environment	<ul style="list-style-type: none"> ➤ CSC workstations (desktops and laptops) typically running Microsoft Windows 10 CBB 64 bits <ul style="list-style-type: none"> ○ Microsoft Office 2016, 32 bits; ○ Internet Explorer 11+, Microsoft Edge 25+ and Google Chrome 48+; ○ Java 8.x, Java 9.x; and ○ .NET 4x (or greater). ➤ TCP/IP is the standard communications protocols.
Database Environments	<ul style="list-style-type: none"> ➤ Oracle RDBMS 18c; ➤ Microsoft SQL Server v.2000 SP4 and v.2005 SP2; and ➤ Mongo DB (LTE applications).
Platform Environments	<ul style="list-style-type: none"> ➤ HP-UX11iv3; ➤ Windows Server 2008; ➤ VMWare 3.5 ESX or higher (Windows); and ➤ HP VM v4.1 or higher (HP).
Network	<ul style="list-style-type: none"> ➤ Windows 200x Servers infrastructure; and ➤ Windows XP SP3 clients customized.

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Application / Environment	Key Information
Internet Business Intelligence (BI) Tools	<ul style="list-style-type: none"> ➤ Crystal Reports XI; ➤ Crystal Enterprise/Reports 10; ➤ Oracle XML Publisher; ➤ Oracle OLAP 10.2; ➤ Oracle Discoverer 10.1.2; ➤ Oracle OAS 10.1.3.4; ➤ Oracle WebCache; ➤ Oracle Report Server 10.1.2; and ➤ Oracle AS Metadata Repository.
Directory Services	<ul style="list-style-type: none"> ➤ Microsoft AD is used for user authentication and repository of user identity; ➤ Microsoft DNS is used for resolving FQDN; ➤ Microsoft WINS is used to resolve NetBIOS names; ➤ DHCP is used to configure and assign valid IP addresses and other options on all devices connected to the network; ➤ Microsoft GPO is used to provide an infrastructure for centralized configuration management; ➤ X500 protocol will continue to be the basis of government-wide address lists; and ➤ Lightweight Directory Access Protocol (LDAP) is used by Web servers for user management and is also used by Business Intelligence (BI) tools.
Communication Services	<ul style="list-style-type: none"> ➤ TCP/IP is the communications protocol for all communications among sites and datacenter servers.
Local and Wide Area Network	<ul style="list-style-type: none"> ➤ Local Area Network (LAN) <ul style="list-style-type: none"> ○ 100baseT is the CSC standard and the full infrastructure is currently in place to support it

Application / Environment	Key Information
	<ul style="list-style-type: none"> ➤ Wide Area Network (WAN) <ul style="list-style-type: none"> ○ Range of connection speeds ranging from high speed internet to the slowest connections at 5.0 Mbps; and ○ Network latency expected over the CSC WAN can be up to 90 ms.
Secure Remote Access	<ul style="list-style-type: none"> ➤ Internet-based connections to national datacenters using Government of Canada public key infrastructure (PKI) ➤ Shared Service Canada’s GC Credential Federation Services <ul style="list-style-type: none"> ○ GCKey; and ○ SecureKey Concierge ➤ “Always On” Virtual Private Network (VPN) offered through GC Secure Remote Access (GCSRA) services
Data Centre	<ul style="list-style-type: none"> ➤ Managed by SSC; ➤ Available 99.9%, 24/7, 365 days per year; and ➤ Downtime for scheduled maintenance.
Security	<ul style="list-style-type: none"> ➤ Desktop <ul style="list-style-type: none"> ○ Login to a Microsoft Windows Domain; and ○ Local administrative privileges have been removed from the users. ➤ Client/Server-Based Applications <ul style="list-style-type: none"> ○ MS-Exchange and other applications authentication are tied-in and synchronized to the workstation’s login (Microsoft domain login – Active Directory); ○ Microsoft Active Directory integration; and ○ Secure Socket Layer (SSL).

2. FUTURE ARCHITECTURE VISION

The strategic direction for CSC is to implement a modern, integrated Solution that will provide flexibility to respond to the evolving needs of staff and the organization, while also supporting the legislative framework, commitments and priorities now and in the future.

2.1. Enterprise Architecture Guiding Principles and Targeted Outcomes

CSC’s Enterprise Architecture (EA) guiding principles have been defined to support the business objectives and strategic drivers of CSC, Government of Canada IM/IT plans and agendas, current systems and technologies and industry trends, and overall alignment to the TBS policies and guidelines.



Figure 3: CSC's Application Architecture Strategy Guiding Principles

CSC’s target solution architecture requires applications that are decoupled from the data layer where data is exposed and consumed via APIs and data access is streamlined through an integration layer. CSC will work in conjunction with the Contractor to further define the Solution architecture and adapt accordingly in order to achieve this future vision.

2.2. Data Strategy Guiding Principles and Targeted Outcomes

CSC’s Data Strategy is based on a set of data architecture principles that provide guidance for identifying and managing master data, protecting data sovereignty, ensuring legislative compliance as it relates to data collection, data retention and use, as well as leveraging data governance. A key component of CSC’s Data Strategy focuses on data integration. By consistently applying these guiding principles when architecting the data integration layer, data quality, accessibility and reliability will be greatly improved. Multiple techniques can be used to integrate data including, but not limited to:

- data consolidation;

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- data propagation;
- data virtualization;
- data federation; and
- data warehousing.

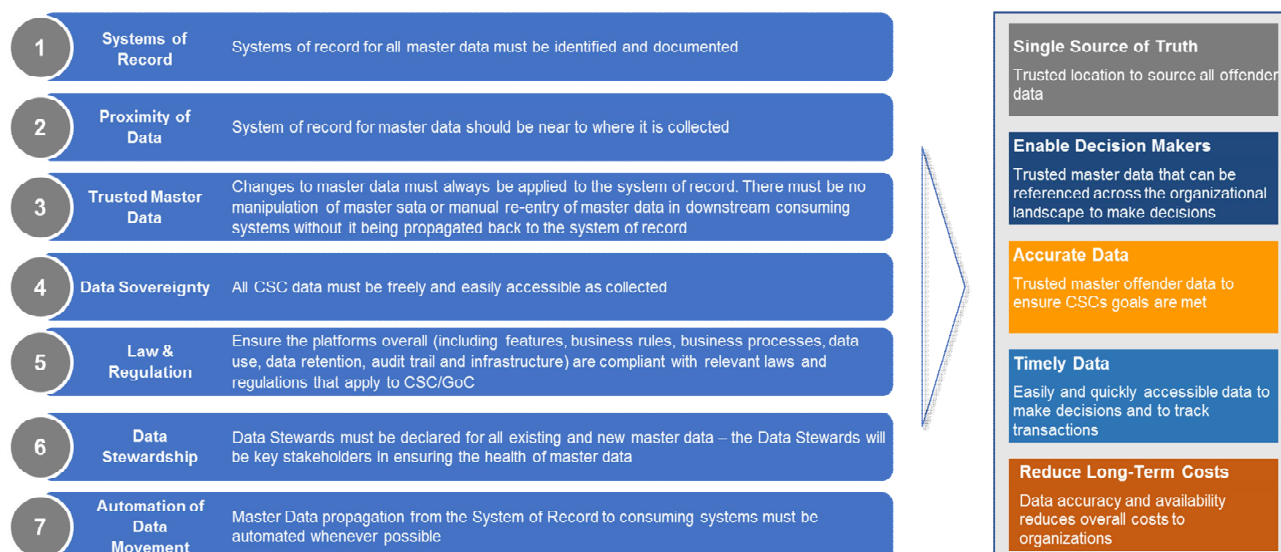


Figure 4: CSC's Data Architecture Guiding Principles

2.3. Information Sharing and Interfaces

Information sharing is required for overall end-to-end functionality of the Offender Management System as well as to support CSC's stakeholders, both internal and external. CSC plans to migrate users to the modernized OMS by capability or small groups of capabilities rather than using a 'big bang' approach. As a result, information sharing will be critical to feed information back to remaining functions in the legacy application as well as other offender-related applications that are outside of OMS Modernization scope.

The primary method for data exchange will be through the use of APIs; however the Solution must also support batch interfaces and bulk data imports and exports as required. CSC will implement agreed upon changes to existing applications required to provide data that is consumable to the Solution. Similarly, the Contractor will provide APIs to allow other CSC applications and processes that gather and provide data to legacy systems and stakeholders, both internal and external, to read, create, and update data.

Interfacing with peripheral devices, 3rd party applications, and sending notifications through the application, including via email, have been captured in the functional and non-functional requirements provided in Appendix 4 – Solution Requirements.

2.4. Conceptual Integration Architecture

CSC anticipates a hybrid solution comprised of existing application modules, custom developed modules, and modules provided by the Contractor. The architecture and integration design must consider the configurability and extensibility of the Solution to ensure the interoperability of different IT components and to enable applications to communicate and understand each other.

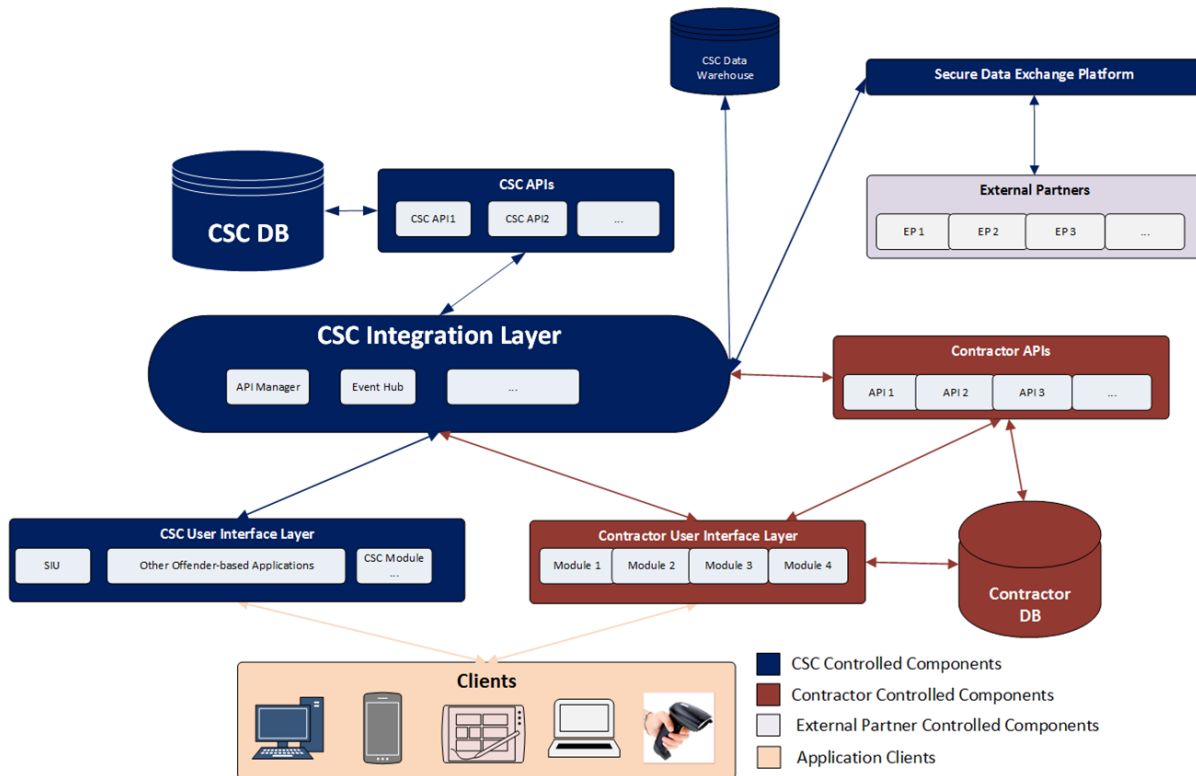


Figure 5: Conceptual Architecture Diagram

2.5. Conceptual Logical Data Architecture

CSC's approach for the high level data architecture is to manage the exchange of information between application modules, including existing, new custom developed, and Contractor provided, through the use of an integration layer. The primary mechanism for exchanging data will be through the use of APIs managed by the integration layer; however, other mechanisms, such as ETL or an event hub may also be required.

The guiding principle for the data exchange patterns is that the application that creates the master data will be the system of record. Any other modules or applications that require this master data will source it from the system of record using an API through the integration layer. Changes to the corresponding data attributes will be updated in the system of record leveraging the same pattern.

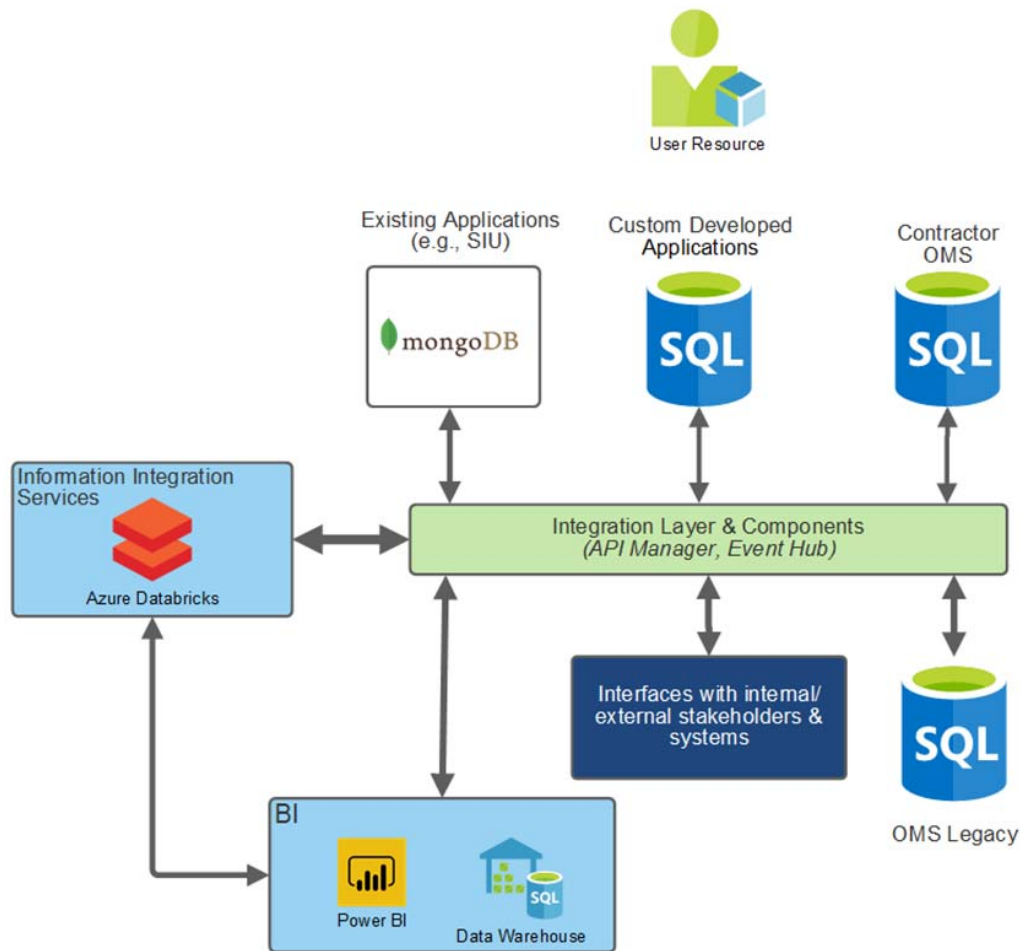


Figure 6: Data Architecture Logical View

CSC anticipates an incremental, gradual transition to the target architecture as opposed to a big bang approach. In parallel, CSC may use pathfinder projects to advance their strategic objectives in the areas of master data management and data architecture.

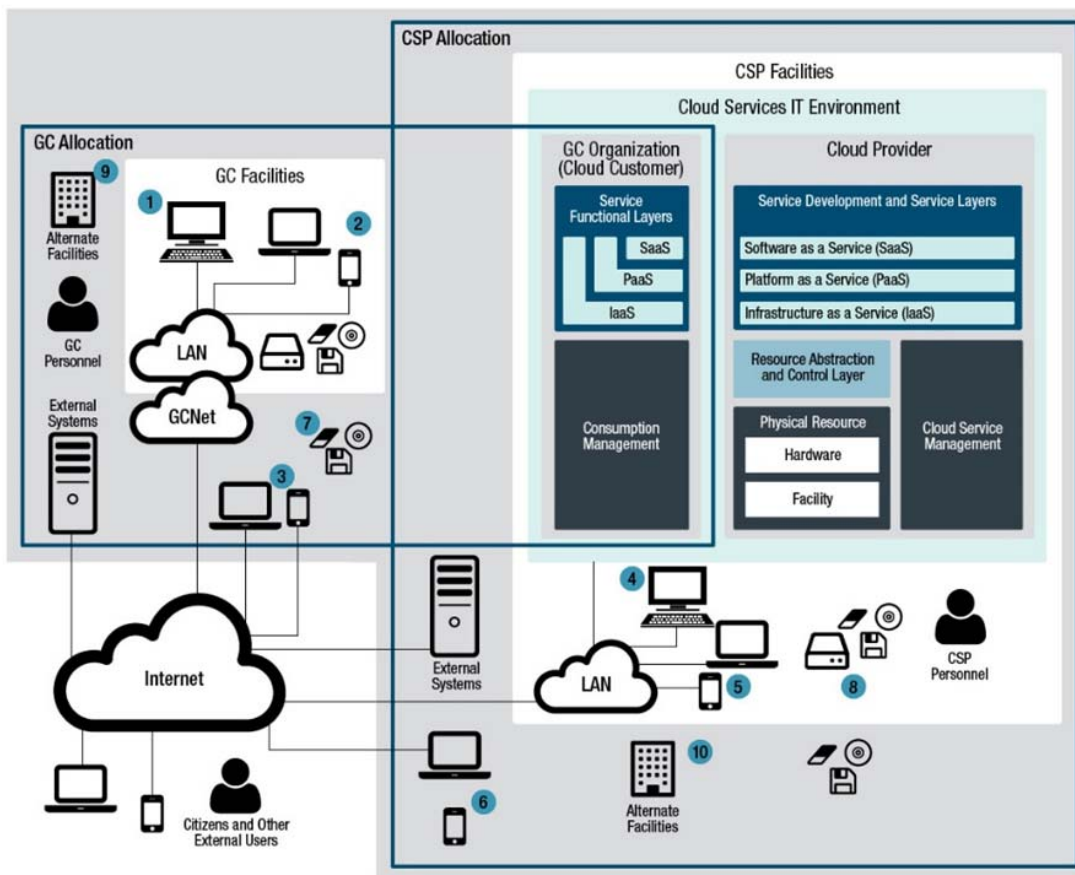
3. CSC CLOUD OVERVIEW

3.1. CSC Cloud Architecture

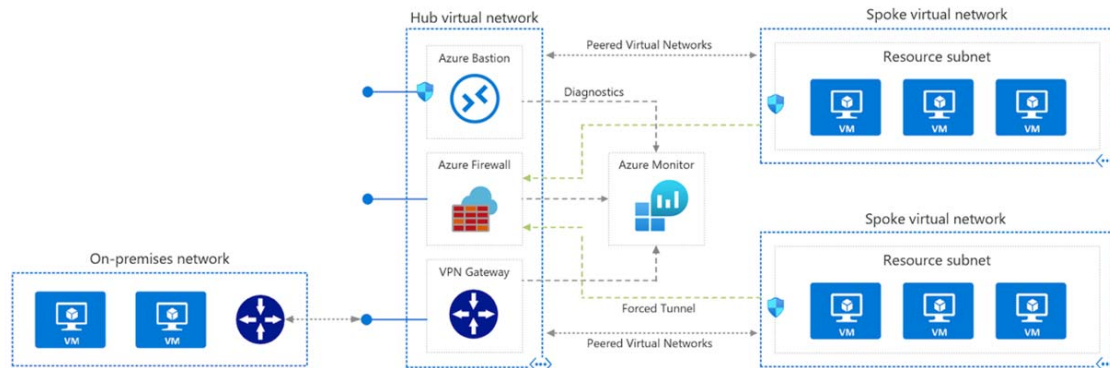
Since 2016, a fundamental shift in the delivery of IT services through cloud computing has been adopted by the Government of Canada in order to deliver high quality, agile digital services to Canadians while minimizing the cost of applications and infrastructure. Departments have been directed to consider the public cloud deployment model and the software-as-a-service (SaaS) service model first while at the same time recognizing that no one deployment model meets all of the GC’s needs.

Cloud services will ensure consistent performance levels, robust security, continual innovation opportunities, agility to respond to rapidly changing needs, and commoditized services that can grow and shrink to meet the level of demand.

The GC cloud Protected B, Medium Integrity, Medium Availability (PBMM) profile covers the Cloud Service Provider (CSP) cloud service infrastructure (consisting of people, processes, and technology), the GC services or information that is hosted on CSP’s cloud services, the GC user devices and networks that are used to consume the cloud-based GC service or access GC information, and any other infrastructure components where related GC information may reside, as illustrated in the reference architecture diagram below.



CSC has responded to this strategic direction by architecting the Azure cloud platform to meet the current and emerging needs of the department. The CSC Azure platform architecture is based on a hub and spoke architectural model with the hub containing common core services, a central firewall, and a security and network perimeter for all network traffic ingress/egress to and from the platform, and the spokes containing portfolios of related line of business solutions.



Source: Microsoft [Hub-spoke network topology in Azure](#)

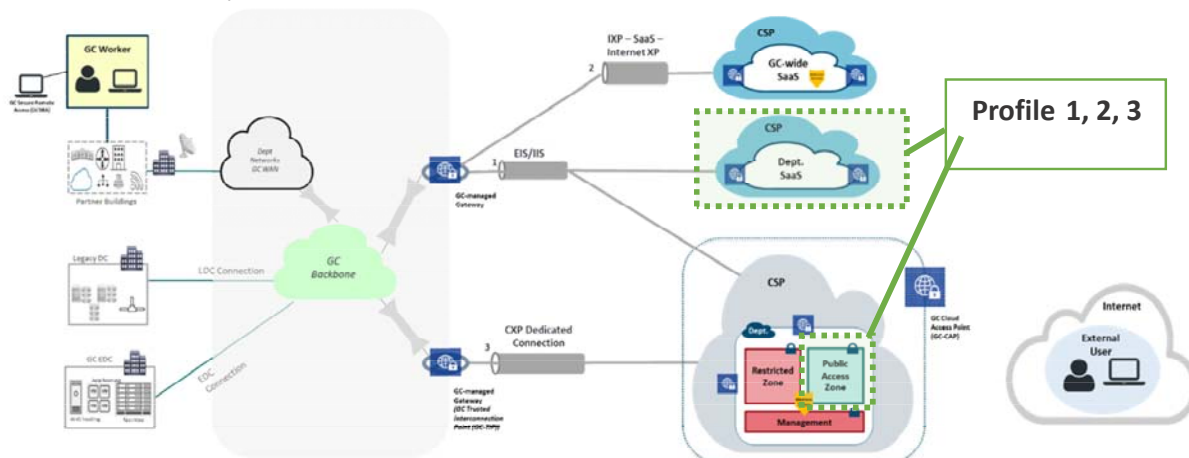
The CSC Azure platform architecture supports three mutually isolated environments:

- Production (PROD), including staging and pre-production activities;
- Business Continuity / Disaster Recovery (BC/DR); and
- Development and Test (DEV/TEST), including system integration and QA/QC activities.

Each environment follows the same hub and spoke architectural model, with small differences as the BC/DR and DEV/TEST environments do not require the full set of services and resources. Only the Prod environment is configured for high availability.

The CSC Azure platform architecture currently supports three of the six GC cloud usage profiles.

1. Experimentation/Sandbox;
2. Non-sensitive cloud-based services; and
3. Sensitive (up to PB) cloud-based services.

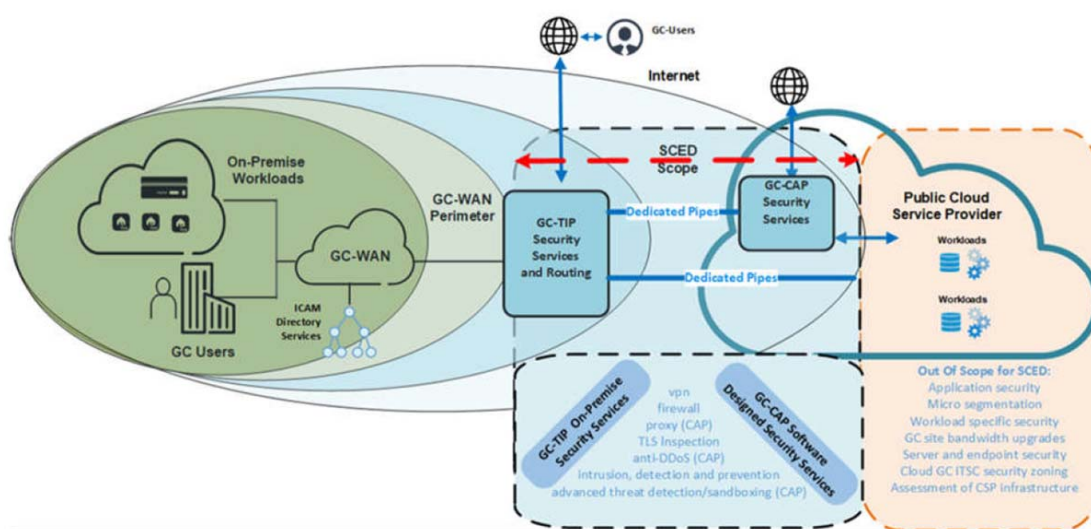


The CSC Azure platform supports two of the five TBS defined access scenarios, namely:

- Scenario A - GC User Access to Cloud-Based Service from GC Network

- Scenario E - Cloud Administration and Management Traffic

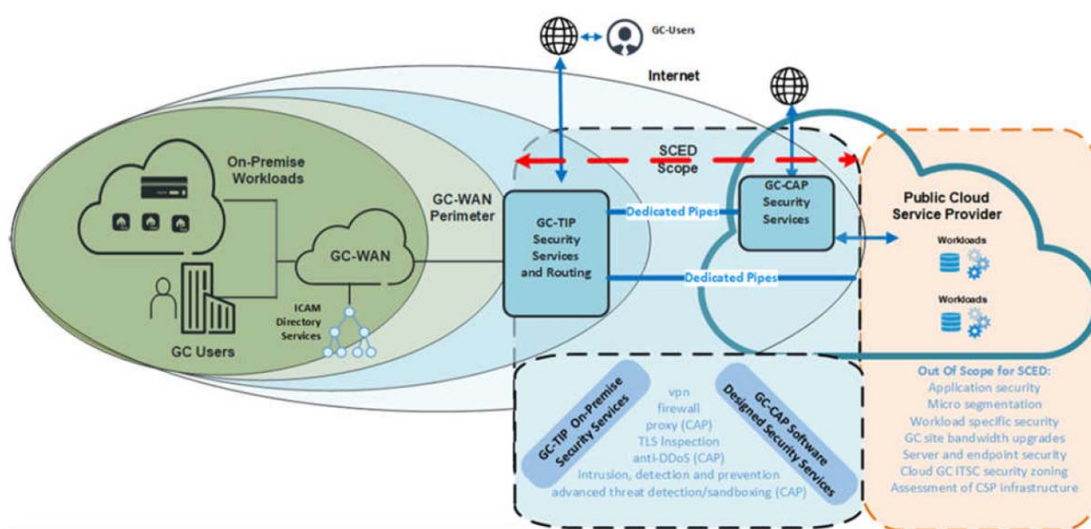
CSC is part of the GC Secure Cloud to Ground (SC2G) initiative which will provide each GC department with a private dedicated secure bi-directional network connection from the GC WAN network, and GC legacy and end-state data centres, to their GC Cloud Service Providers (CSPs) including Microsoft Azure. The implementation of GC: SC2G for the CSC Azure platform will involve the configuration of several networking components and is planned for this fiscal year.



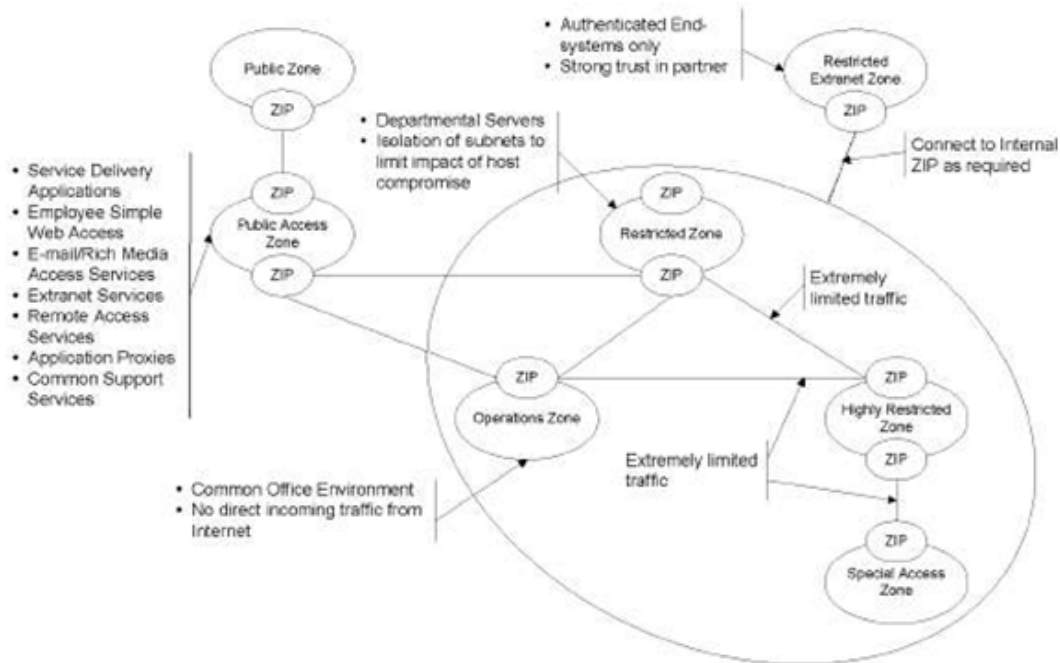
The CSC Azure platform adheres to GC standards and directives, and follows Microsoft best practices, for security zoning and network architecture, adapted for the cloud context.

- Scenario E - Cloud Administration and Management Traffic

CSC is part of the GC Secure Cloud to Ground (SC2G) initiative which will provide each GC department with a private dedicated secure bi-directional network connection from the GC WAN network, and GC legacy and end-state data centres, to their GC Cloud Service Providers (CSPs) including Microsoft Azure. The implementation of GC: SC2G for the CSC Azure platform will involve the configuration of several networking components and is planned for this fiscal year.



The CSC Azure platform adheres to GC standards and directives, and follows Microsoft best practices, for security zoning and network architecture, adapted for the cloud context.



Source: CCCS Network Security Zone Implementation Model (ITSG-22)

4. RESPONSIBILITIES

By the nature of the work to be complete, the successful integration of the Solution into the CSC application landscape will require contributions from both CSC and the Contractor. The division of responsibilities is as follows:

- CSC and the Contractor will share the responsibility of adhering to the Enterprise Architecture and data strategy guiding principles;
- CSC and the Contractor will collaborate on the data migration strategy; including but not limited to the mapping of legacy data, data transformation as needed, and the overall migration plan;
- The Contractor will design, develop and test the data migration scripts, jobs or processes needed to load data into the Solution database;
- CSC will be responsible for data cleansing in advance of data migration activities;
- CSC will define and manage the data model for the authoritative source of Master and transactional data for capabilities outside the Contractor’s Solution;
- The Contractor will support an open data model where all offender data is freely and easily accessible by CSC as collected in order to support data sovereignty requirements;
- The integration layer orchestration will ensure that data from the authoritative source is used, and CSC will be responsible for the implementation and maintenance of the integration layer
 - The application integration solution will be further defined as the solution is designed. The vision at this time includes the potential for API management and an event hub
- The Contractor will demonstrate through their proposed architecture documentation how they will help CSC achieve their strategic vision; and
- The Solution Architecture document will describe the application and data integration approach, techniques and tools recommended by the Contractor in alignment with CSC’s strategy.

Appendix 4 – Solution Requirements

1. SOLUTION BUSINESS REQUIREMENTS

1.1. Enabling Capabilities

The Enabling Requirements identify functional requirements that are general to the solution and support business requirements across business capabilities.

Enabling Capabilities (GR)	
Requirement ID	Requirement Description
Business Process Workflow Management	
GR-1	The solution must enable the management (creation, view, update and archiving) of business process workflows for any business capability.
GR-2	The solution must provide the ability to define, configure, update, review and apply business rules to business process workflows for system use, in accordance with policy, by authorized users.
GR-3	The solution must provide appropriate flexibility in business process workflow management to adapt to changes in policy, applicable laws and regulations, and operational procedures.
GR-4	The solution should maintain versions and a history of business processes and associated business rules.
GR-5	The solution should provide the ability to override business rules, by authorized users.
GR-6	The solution must allow authorized users to assign users to single or multiple roles to enable them to access and/or perform tasks associated with a workflow or related case.
GR-7	The solution must be able to generate bring forward rules, schedule or make other data related calculations based on time based business rules associated with a business process workflow.

Enabling Capabilities (GR)	
Requirement ID	Requirement Description
GR-8	The solution must provide the ability to define and manage notifications and configure the distribution of notifications based on business rules associated with a business process workflow.
GR-9	The solution should provide the ability to set and manage a notification distribution schedule.
GR-10	The solution must provide the ability to distribute notifications to users and user groups manually, based on system events and flags, and in accordance with a pre-configured schedule.
GR-11	The solution must provide the ability to distribute notifications to some entities (systems, individuals) without direct access to the solution (e.g. via email, paper/mail, online portal, etc.)
GR-12	The solution must provide the ability to configure and manage timeframes and deadlines based on policy and business rules.
GR-13	The solution must allow reminders and alerts to be configured and managed based on policy timeframes and deadlines.
GR-14	The solution must issue reminders and alerts for upcoming deadlines.
GR-15	The solution must issue escalation notifications based on policy timeframes and deadlines.
GR-16	The solution must allow timeframes and deadlines to be modified, in accordance with business rules and user permissions.
GR-17	The solution must capture the rationale/reason(s) for any modification made to a timeframe or deadline.
GR-18	The solution should allow users to identify if a deadline cannot be met and the reason(s) why.

Enabling Capabilities (GR)	
Requirement ID	Requirement Description
GR-19	The solution must provide a calendar and the ability to view events, schedule events, configure event details and manage events based on a calendar.
GR-20	The solution should provide the ability to attach information and/or documents to events and calendar dates.
GR-21	The solution should provide the ability to add comments and notes to events with calendar dates.
GR-22	The solution should identify and facilitate management of scheduling conflicts between events, for example, if there are multiple participants, other events associated with one or more offenders, considering different times in different locations.
GR-23	The solution should provide the ability to share calendars and schedules between users, user groups, institutions or regions to support operational activities.
GR-24	The solution must provide a method to sort and filter scheduled events by specified criteria (e.g. event type, date range, participant type, participant name, offender name, offender FPS #, etc.)
GR-25	The solution must provide a method to view and track scheduled events for each user outside of the calendar (e.g. dashboard, workbasket, etc.)
GR-26	The solution must maintain a history of all scheduled events and event details (e.g. event type, date and time, duration, location, participants/attendees, method of participation, priority level, etc.).
GR-27	The solution must provide the ability to notify users and user groups about scheduled events, changes to events, and any other calendar updates.
Case Management	

Enabling Capabilities (GR)	
Requirement ID	Requirement Description
GR-28	The solution must allow users to manage (create, read, update or delete) a case in accordance with business rules and user permissions.
GR-29	The solution must provide the ability to link or associate related cases within and across business capabilities.
GR-30	The solution must enable the status of a case to be set automatically or manually by a user with the appropriate permissions.
GR-31	The solution must allow views of multiple cases simultaneously, and such views are managed (organized, sorted or filtered) based on the operational perspective of a particular user.
GR-32	The solution must allow multiple users to view cases simultaneously.
GR-33	The solution must prevent information about a case from being overwritten when multiple users are modifying a case simultaneously.
GR-34	The solution should provide the ability to archive a case, in accordance with policy.
GR-35	The solution must display a list of cases, and related or associated cases. The list must have the ability to be searched, sorted and filtered according to criteria specified by the user (free text, date ranges, types) and saved by the user.
GR-36	The solution must enable CSC to search cases based on keywords or other filtering criteria, and to display a list of matching cases.
GR-37	The solution must enable CSC to sort lists and search results based on information available in the list or search.
GR-38	The solution must provide the ability to set flags or identifiers on a case.
Case Assignment	
GR-39	The solution must provide the ability to assign and re-assign a case to a user.

Enabling Capabilities (GR)	
Requirement ID	Requirement Description
GR-40	The solution must allow users to manage assigned cases.
GR-41	The solution should make case assignment recommendations for users, based on business rules.
GR-42	The solution must ensure that the role type of each user assigned to a case aligns with the roles associated with a business process workflow.
GR-43	The solution must provide the ability to set and configure start and end dates for case assignments.
GR-44	The solution must allow users to view case assignments based on their roles.
GR-45	The solution must track and maintain a history of the assignments of a case.
GR-46	The solution must provide the ability to transfer an assigned caseload.
Task Management	
GR-47	The solution must allow authorized users to assign/re-assign resources to tasks.
GR-48	The solution must provide notifications to the appropriate users responsible for an assigned task.
GR-49	The solution must provide dashboards, workbaskets, or other visual representations of assigned tasks which are configurable by a user.
GR-50	The solution must provide the ability to schedule start dates, intermediate dates and end dates for a task.
GR-51	The solution must allow users to set and modify the status of tasks.
GR-52	The solution must enable the management of task tracking information.

Enabling Capabilities (GR)	
Requirement ID	Requirement Description
GR-53	The solution should allow authorized users to create, update, cancel or delete tasks in accordance with business rules and permissions.
GR-54	The solution must allow authorized users to set and modify task deadlines and milestone dates for a task associated with a case.
GR-55	The solution must communicate task deadlines in dashboards, views and through notifications.
GR-56	The solution must notify supervisors / management of overdue tasks.
GR-57	The solution must display lists of tasks and milestones by specific criteria.
GR-58	The solution must provide the ability for an authorized user to set and modify priority levels for tasks.
Acknowledgement and Approval	
GR-59	The solution must ensure that acknowledgement or formal approval authority is identified and obtained at key gates in a business process workflow.
GR-60	The solution must enable electronic signature and/or other approval/acknowledgement capabilities for a formal approval authority.
GR-61	The solution must capture formal approval using a digital mobile device, signature pad, or alternative but equivalent means that ensure the identify of the approver is associated with the approval.
GR-62	The solution should provide the ability to capture or upload and store electronic signatures if that is how a formal approval authority is obtained.
GR-63	The solution must allow users to view formal approval authority with any digital or electronic signatures in accordance with user permissions.

Enabling Capabilities (GR)	
Requirement ID	Requirement Description
GR-64	The solution must associate/link an approval or acknowledgement with the corresponding decision associated with a case.
GR-65	The solution must capture and store electronic files containing any digital or electronic signatures or acknowledgements.
GR-66	The solution must provide the ability to scan, upload and store documents containing signatures using an external device.
Forms	
GR-67	The solution must provide the ability to create, publish and require the completion of forms using various elements (fields, text boxes, checkboxes, e-signature fields, etc.), in accordance with business rules and user permissions.
GR-68	The solution must provide the ability to auto-complete form elements with known / previously captured information.
GR-69	The solution could enable users to verify the validity of address and postal code information.
GR-70	The solution could enable users to verify the spelling of any text entered into text fields in any form, and spelling is verified in the language of the current session (English or French).
GR-71	The solution must enable copy and paste functionality.
GR-72	The solution must allow users to set and modify the status of a form (e.g. active, inactive, etc.), in accordance with business rules and user permissions.
GR-73	The solution must provide the ability to copy and/or modify a form and form elements, in accordance with business rules and user permissions.

Enabling Capabilities (GR)	
Requirement ID	Requirement Description
GR-74	The solution must allow users to delete a form, if it is unused, or to archive a form, in accordance with business rules and user permissions.
GR-75	The solution must allow users to set and modify content validation rules (e.g. mandatory fields, content validation, display format, etc.) for forms, in accordance with business rules and user permissions.
Templates	
GR-76	The solution must provide the ability to create templates for use in forms or reports.
GR-77	The solution must allow users to set and modify the status of a template (e.g. active, inactive, archived), in accordance with business rules and user permissions.
GR-78	The solution must provide the ability to copy and/or modify a template without impacting existing, active forms or reports, in accordance with business rules and user permissions.
GR-79	The solution must allow one or more templates to be used to enter, modify and display information in a form or report.
GR-80	The solution must allow users to delete or archive templates, in accordance with business rules and user permissions.
Reporting	
GR-81	The solution must provide the ability to create, publish and generate standard reports by drawing on various completed form elements (fields, text boxes, checkboxes, e-signature fields, etc.) in accordance with business rules and user permissions.
GR-82	The solution must provide the user with the ability to save and generate operational reports that can filter data available through standard reports.

Enabling Capabilities (GR)	
Requirement ID	Requirement Description
GR-83	The solution must provide the ability to produce letters, documents, and reports from data gathered in forms associated with a workflow and a specific case.
GR-84	The solution must provide the ability to export letters, documents, and reports based on a template from data gathered in forms associated with a workflow.
GR-85	The solution should provide the ability to preview, save to a file, and print functionality for reports.
GR-86	The solution should maintain a history of generated reports and metadata about each report (e.g. report date, user, etc.).
GR-87	The solution could provide the ability to search for reports available or previously created.
GR-88	The solution should provide the ability to auto-generate reports on a scheduled basis.
GR-89	The solution should provide the ability to auto-distribute reports to specified users and/or groups on a scheduled basis.
GR-90	The solution could provide the ability to distribute reports through various mediums (e.g. email, save to shared drives, intranet/internet, etc.).
GR-91	The solution should enable a user to access more detailed information associated with a report using hyperlinks or click through/data drill-down features.
GR-92	The solution should be capable of integrating with standard reporting tools such as Tableau and Crystal Reporting.
GR-93	The solution must enable reports over any range of dates where date information is available.
GR-94	The solution must enable a user to associate one or more reports or other saved documents with a primary report.

Enabling Capabilities (GR)	
Requirement ID	Requirement Description
Document Management	
GR-95	The solution must provide the ability to scan, upload, view, and store documents from an external device.
GR-96	The solution must allow users to preview the scanned document and re-scan the document, as required.
GR-97	The solution must capture metadata (time, date, etc.) regarding a scanned document.
GR-98	The solution must provide the ability to upload and associate documents to one or more unique cases.
GR-99	The solution must provide the ability to link/associate related scanned documents or multiple versions of the same document.
GR-100	The solution must index scanned documents and allows users to search scanned documents by keyword, based on metadata such as type or as related to a case type.
GR-101	The solution must provide the ability to create, modify, and delete documents, in accordance with business rules and user permissions.
GR-102	The solution should allow multiple users to collaborate on documents and records simultaneously.
GR-103	The solution should display a shared view of working documents and records to facilitate collaboration among multiple users.
GR-104	The solution should allow collaborating users to add, modify and delete comments to working documents and records.
GR-105	The solution must maintain a revision history of each document.
GR-106	The solution must capture and maintain any digital documents (rather than scanned documents) in their native formats (e.g. Word, Excel, pdf, etc.)

Enabling Capabilities (GR)	
Requirement ID	Requirement Description
GR-107	The solution must provide the ability to set and modify the status of a document (e.g. draft, in review, final, locked, etc.)
GR-108	The solution must prevent edits to a document based on document status.
GR-109	The solution could provide the ability to group documents into an electronic package related to a case.
GR-110	The solution must provide the ability to search for and retrieve documents based on user specified criteria.
GR-111	The solution could provide the ability to review and update documents and redact information within a document.
GR-112	The solution should maintain the original version of a document and the redacted version(s).
GR-113	The solution should provide the ability to identify that a paper copy of a document exists and its location.
GR-114	The solution should provide the ability to set and modify the status of an offender's paper file (e.g. archived, destroyed, etc.)
GR-115	The solution must provide the ability to send and receive documentation to/from external systems that integrate with the solution.
GR-116	The solution must generate and stores internal documents.
GR-117	The solution must capture digital files from mobile and/or external devices.
GR-118	The solution must capture metadata (location, time, date, etc.) for digital files.
GR-119	The solution must provide the ability to upload and attach digital files to an offender record for identification purposes.

Enabling Capabilities (GR)	
Requirement ID	Requirement Description
GR-120	The solution must provide the ability to upload and store digital files.
GR-121	The solution must provide the ability to link digital files with the appropriate event or offender record.
GR-122	The solution must provide the ability to listen to digital audio files.
GR-123	The solution must provide the ability to play digital video files.
Information Management	
GR-124	The solution must ensure that any official report/ document that is needed to support official CSC business, responses to ATIP, and/or to meet Legal requirements is exported in a file format or medium in compliance with CSC Forms Management Standards.
GR-125	The solution must provide the ability to automatically remove archived records from the transactional production database. Archived records are stored in a separate repository in accordance with CSC policy and business rules for retention policies.
GR-126	The solution must support configurable CSC retention policies.
GR-127	The solution must support multiple / different CSC retention policies.
GR-128	The solution must ensure CSC retention policies are applied to all Offender File Banks and Operational Case File information.
GR-129	The solution must support the creation of an official CSC Offender File Bank and/or Operational Case File for each offender and/ or business line.
GR-130	The solution must provide the ability for the Office of Primary Interest (OPI) and Information Management (IM) Division to identify mandatory components of an Offender File Bank and/or Operational case file.

Enabling Capabilities (GR)	
Requirement ID	Requirement Description
GR-131	The solution must provide the ability to extract a complete offender case file and history of an offender that shows all components and management of the offender.
GR-132	The solution must collect and preserve all data, information, and metadata related to a CSC Offender File Bank or Operational Case File.
GR-133	The solution must support the aggregation of all information related to an offender so that the complete offender journey can be viewed/accessed and available for export.
GR-134	The solution must restrict access to Offender File Banks and Operational Case Files based on access permissions and business rules.
GR-135	The solution must provide the ability to ensure that physical objects are scanned in compliance with CSC's Standard on Digitization and are associated with a specific Offender File and or Operational Case File.
GR-136	The solution must have the ability to maintain an inventory of all physical objects associated with an Offender File Bank and/or Operational Case File.
GR-137	The solution must support standardized naming conventions to be used for all unstructured information, data, and exported information.
GR-138	The solution must allow the application of CSC specific information classification schemes to all data.
GR-139	The solution must ensure operational information is associated to specific case file types.
GR-140	The solution must support the aggregation of all related active and inactive (archived) Offender and Operational information/data with the ability to export.
GR-141	The solution must support the segregation of all related active and inactive (archived) Offender and Operational information/data with the ability to export.

Enabling Capabilities (GR)	
Requirement ID	Requirement Description
GR-142	The solution must restrict export of all related active and inactive (archived) Offender and Operational information/data based on access control permissions and business rules.
GR-143	The solution must support the permanent deletion of all related active and inactive (archived) Offender and Operational information/data.
GR-144	The solution must restrict the ability to permanently delete all related active and inactive (archived) Offender and Operational information/data based on permissions and business rules.
GR-145	The solution must support the CSC Offender File lifecycle so that the historical offender record is available after it has been archived in the event that an offender re-offends resulting in a new conviction.
GR-146	The solution must require an approval process for any alterations to finalized/locked information, data, and records.
GR-147	The solution must provide an audit trail of any alterations to finalized/locked information, data, and records.
GR-148	The solution must ensure information, data and records that are in a locked, finalized, or on-hold state due to a litigation or investigation cannot be altered in any way.
GR-149	The solution must provide the ability to archive records based on CSC information management policies and procedures.
GR-150	The solution must support the automation/digitization of official signatures are implemented in compliance with the CSC's Standard on E-signature.
GR-151	The solution must automatically identify and generate the required notifications for Offender files that meet the Library and Archives Canada Historical criteria outlined in the Records Disposition Authority 96/04.

Enabling Capabilities (GR)	
Requirement ID	Requirement Description
GR-152	The solution must identify and generate the required notifications for all Operational Case Files that meet the Historical criteria outlined in the Records Disposition Authority 2004/015 for aggregation and export.
GR-153	The solution must provide the ability to archive inmate data records by fiscal year in an electronic format in conformance with the Archive and Library standard format.
GR-154	The solution must provide the ability to store archived documents in three of the following four formats: <ul style="list-style-type: none"> - Extensible Mark-up Language (XML) - Extensible Hypertext Mark-up Language (XHTML), Hypertext Mark-up Language (HTML), or - Standard Generalized Mark-up Language (SGML) [ISO/IEC 8879:1986].
GR-155	The solution must provide the ability to export and store information in a flat-file format.
Help System and Tutorials	
GR-156	The solution must provide a configurable online contextual help system and instructional / user guide in English and French.
GR-157	The solution must provide tutorials to assist staff in learning how to perform system tasks, complete workflows, and use the various functions and capabilities of the system.
Access Control	
GR-158	The solution must support a flexible approach to managing access requirements that define what resources can be accessed and what actions can be performed by roles. Roles and access can differ between users, groups, roles, and systems.
Network Resources	

Enabling Capabilities (GR)	
Requirement ID	Requirement Description
GR-159	The solution should allow users to access network resources, including file shares, printers, scanners or other devices, using the CSC technical environment (network).
Bilingualism	
GR-160	The solution must provide the ability to support bilingual configuration (forms, templates, documents, reports)
GR-161	The solution's interface (navigation and views) must support both of Canada's official languages.
GR-162	The solution must enable a user to set their language preference.
GR-163	The solution could be able to identify the language of any data or information it captures.

1.2. Offender Profile Management

Profile Management is the management and structuring of offender information.

Offender Profile Management (IPM)	
Requirement ID	Requirement Description
General	
IPM-1	The solution must be able to cross reference all new offenders with existing data to track and prevent duplicate entries.
IPM-2	The solution must capture and manage personal offender information (name, date of birth, gender, etc.).

Offender Profile Management (IPM)	
Requirement ID	Requirement Description
IPM-3	The solution must capture and manage unique identifier numbers for offenders.
IPM-4	The solution must provide a method to capture characteristics of an offender and their sentence.
IPM-5	The solution must enable the verification of offenders using supporting documentation.
IPM-6	The solution must be able to capture and manage information concerning parole eligibility.
IPM-7	The solution must enable CSC staff to verify the authenticity of digital documents from external systems.
IPM-8	The solution must support accessing, editing and sharing documents via a mobile device.
IPM-9	The solution must automatically send notifications based on system flags or alerts.
IPM-10	The solution must provide a method to flag an offender as High Profile.
IPM-11	The solution must allow authorized CSC staff to restrict and monitor access to a High Profile offender's data.
IPM-12	The solution must provide a method to notify designated departments of high-profile offender.
Conduct Preliminary Assessment	
IPM-13	The solution must enable CSC staff to indicate a new preliminary assessment has been completed, or that this is an update of a prior preliminary assessment.
IPM-14	The solution must enable CSC staff to confirm that information about the federal correctional system has been provided to the offender.

Offender Profile Management (IPM)	
Requirement ID	Requirement Description
IPM-15	The solution must enable CSC staff to capture statistical background information.
IPM-16	The solution must enable CSC staff to capture community contact information.
IPM-17	The solution must enable CSC staff to capture the offender's version of events.
IPM-18	The solution must enable CSC staff to assess personal identification information, including the need to replace or obtain.
IPM-19	The solution must enable CSC staff to assess and determine immediate security needs.
IPM-20	The solution must enable CSC staff to apply immediate alerts, needs and flags.
IPM-21	The solution must enable CSC staff to process basic information from the criminal justice system.
IPM-22	The solution must enable CSC staff to review, process and finalize a preliminary assessment report.
IPM-23	The solution must enable CSC staff to document that a preliminary assessment report and related information has been shared with the offender.
Conduct Post Community Assessment	
IPM-24	The solution must create a Post Community Assessment, pre-populated with any available offender data.
IPM-25	The solution must capture and maintain a list of offender's collaterals and stakeholders, linked to the offender's case file.
IPM-26	The solution must capture and maintain contact history for the collateral/stakeholders for each offender.
IPM-27	The solution must enable a request and response to and from external systems.

Offender Profile Management (IPM)	
Requirement ID	Requirement Description
IPM-28	The system must capture and manage data from external systems.
IPM-29	The solution must enable the review and approval of a Post Community Assessment
IPM-30	The solution must notify designated CSC staff when the Community Assessment is completed.
Initiate Sentencing Process	
IPM-31	The solution must enable CSC staff to confirm CSC jurisdiction over an offender.
IPM-32	The solution must capture the authorization of the offender into CSC custody.
IPM-33	The solution must initiate a Sentence Management module for an authorized offender, auto-populated with available data.
IPM-34	The solution should automatically assign an offender case to a Sentence Management Officer, based on business rules, and allows reassignment of that case by Sentence Management.
Admit Into Custody	
IPM-35	The solution must enable CSC staff to access and review prior reports.
IPM-36	The solution must allow flags and alerts to be set for any immediate needs.
IPM-37	The solution must enable CSC staff to access and review all alerts, flags and immediate needs.
IPM-38	The solution must display cell accommodation availability.
IPM-39	The solution must filter cell accommodation based on business rules or selected criteria.
IPM-40	The solution must capture, manage and flag co-convicted inmates.

Offender Profile Management (IPM)	
Requirement ID	Requirement Description
IPM-41	The solution should provide an editable institutional operating procedures guide (in digital format).
IPM-42	The solution should capture and manage the information of a mandatory telephone call.
Complete Admissions Interview	
IPM-43	The solution must create an Admission Interview record, pre-populated with any available offender data.
IPM-44	The solution must capture and manage the Admission Interview Report.
IPM-45	The solution must alert the designated staff member(s) for deadlines to complete activities.
IPM-46	The solution must capture and manage the names and contact information of the staff or approved persons conducting, or in attendance at, the Admission Interview.
IPM-47	The solution must capture and manage the Admission Interview responses in digital format.
IPM-48	The solution must capture and manage alerts, needs, and flags pertaining to offender responses. CSC always puts them in order alerts/flags/needs
IPM-49	The solution must be able to send or share digital files and forms with other CSC departments.
Immediate Needs Assessment	
IPM-50	The solution must enable CSC staff to access and review the Preliminary Assessment.
IPM-51	The solution must alert the designated staff member(s) for deadlines to complete activities.

Offender Profile Management (IPM)	
Requirement ID	Requirement Description
IPM-52	The solution must allow for the modification or addition of security immediate needs.
IPM-53	The solution must allow for the modification or addition of information on co-convicted inmates.
IPM-54	The solution must alert or notify designated CSC staff and/or departments for an offender that is identified with immediate needs - suicide risk.
Process / Update Background Profile	
IPM-55	The solution must capture all names, nicknames and aliases of the offender.
IPM-56	The solution must enable CSC staff to verify all "Tombstone" data.
IPM-57	The solution must enable authorized CSC staff to edit or modify "Tombstone" data.
IPM-58	The solution must alert designated CSC staff and/or departments when Tombstone data has been modified.
IPM-59	The solution must be able to capture and manage Photo ID of an offender.
IPM-60	The solution must be able to capture and manage descriptions and photos of the physical features of an offender.
IPM-61	The solution must be able to capture and manage personal identification documents.
IPM-62	The systems must capture and manage any other collected profile information.
Process / Update Security Risk Factors	
IPM-63	The solution must capture information about an offender's criminal and gang affiliations or security threat groups (STGs).
IPM-64	The solution must be able to cross-reference the criminal and gang affiliations and STG's within the Institution(s) and cell accommodation information.

Offender Profile Management (IPM)	
Requirement ID	Requirement Description
IPM-65	The solution must alert if there is a conflict between offenders for cell accommodation, or institutional risks.
Process / Update Personal History	
IPM-66	The solution must capture and manage Social history information, Gladue Reports, and Economic history of an offender, if required.
IPM-67	The solution must be able to link court records with the Gladue report.
IPM-68	The solution must allow CSC staff to edit the Social and Economic History of an offender.
Process / Update Criminal History Information	
IPM-69	The solution must capture and manage the offender's Criminal Profile.
IPM-70	The solution must enable CSC to capture and manage youth criminal history.
IPM-71	The solution must capture and manage information pertaining to any prior offences.
IPM-72	The solution must enable CSC staff to view and verify any Provincial incarceration information.
IPM-73	The solution must enable CSC staff to view and verify police reports.
IPM-74	The solution must enable CSC staff to view and verify details about the offender's criminal history.
IPM-75	The solution must enable CSC staff to create and/or modify the offender's Criminal Profile.
Process / Update Victim and Other Information	
IPM-76	The solution must capture and manage Victim information.

Offender Profile Management (IPM)	
Requirement ID	Requirement Description
IPM-77	The solution must be able to access external systems to view and capture data about victims.
IPM-78	The solution must be able to capture and manage information concerning court mandated restitution.

1.3. Case Documentation

Case Documentation includes offender information that is commonly documented in the offender's profile, in case work records, as memos to file, and in other fields should aim to improve insights into offenders behaviour, and to support any research, evaluation, audits, or structured progress monitoring. Case documentation including court or police records, referral reports, or other decision documents can inform the development of structured information and must be made available to allow staff to validate and verify structured data, and to provide a basis for improved accountability and transparency.

Case Documentation (CD)	
Requirement ID	Requirement Description
Supports Case Management	
CD-1	The solution must support the management of documents associated with one or more offender or other cases.
CD-2	The solution must encourage the use of structured information where possible about a case, rather than encourage the creation, review, updates and deletion of documents associated with the case.

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Case Documentation (CD)	
Requirement ID	Requirement Description
CD-3	The solution must enable CSC to conduct research, evaluations and generate reports on daily observations, notes, memos, comments, interactions, events, and other information about offenders.
CD-4	The solution must support the document management requirements of specific business capabilities that support offender case management, including but not limited to:
a	Profile Management
b	Sentence Management
c	Intervention Management
d	Case Planning
e	Community Supervision
f	Decision Management
g	Placement and Transfer Management
h	Release and Absence Management
i	Security Operations Management
j	Security and Intelligence Management
k	Grievance Management
l	Search and Seizure Management
m	Performance and Reporting Management

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Case Documentation (CD)	
Requirement ID	Requirement Description
CD-5	The solution must enable CSC to access and manage all case documentation on file for each offender in an efficient and simple manner.
CD-6	The solution must enable CSC to sort, filter, group, and modify the order or view of offender case documentation to facilitate access to relevant information.
Enables Document Management	
CD-7	The solution must integrate with the departmental document management system, allowing the exchange of data and metadata.
CD-8	The solution should enable multiple documents to be uploaded at one time, and associated with one or more case files.
CD-9	The solution should have multiple methods to import existing documents from existing third party applications, desktops, network drives and file servers.
CD-10	The solution must store any kind of document in its native file format, and ensures the document is not altered when added to the system.
CD-11	The solution must enable the flagging of documents as "records" that cannot be altered or modified once uploaded (e.g. court records).
CD-12	The solution must have the ability to classify documents with metadata and types, and should allow an unlimited number of metatags and document types to be configured.
CD-13	The solution must be capable of importing and storing video (such as MP4, AVI) or audio content files (such as MP3, wav).
CD-14	The solution could capture, store, retrieve, and export irregular-sized (e.g., larger than 8 1/2 x 11) documents.

Case Documentation (CD)	
Requirement ID	Requirement Description
CD-15	The solution must enable the source of the document to be identified, and other details about the document such as the date created, any prior changes to the document, and when the document was received.
CD-16	The solution should allow emails to be uploaded as documents, including attachments, which can be added separately from emails, if required.
CD-17	The solution must track the location of any hardcopy paper documents and physical records, if needed, and physical documents can be located via search.
CD-18	The solution must ensure a mandatory amount of metadata is captured for each document or record in the library and ensures that as new documents are added, they are classified using the required metadata fields.
CD-19	The solution must enable versions of documents to be added, preventing earlier versions of documents from being overwritten or deleted as documents are updated.
CD-20	The solution must have the ability to automatically increase the version number of any document upon check in and previous versions of documents are maintained by the system in the event that a rollback is required.
CD-21	The solution could have the ability to create, attach and stamp specialized document and version control numbers on key legal documents or reports, as established by type.
CD-22	The solution should ensure or automate adherence to document and record naming conventions or standards.
CD-23	The solution must align to and support enforcement of CSC information management and retention policies, allowing any rules to be set and applied consistent with an offender's sentence dates, and a document types.
CD-24	The solution should provide the option of archiving documents that can be accessed as needed.

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Case Documentation (CD)	
Requirement ID	Requirement Description
Manages access to documentation based on roles	
CD-25	The solution must enable documents to be accessed, and tracks who has accessed the document (e.g. date, time, name, etc.).
CD-26	The solution must enable the management of roles consistent with roles associated with any business capability, and access based on those roles (e.g. responsible - full access; informed - observer access).
CD-27	The solution could indicate if a document has been checked out, and notify the individual that checked the document out if the checkout period exceeds a number of hours, as configured by an administrator.
CD-28	The solution must enable an administrator to review the status of any document checked out and check a document back in on behalf of CSC or other authorized staff.
CD-29	The solution must track that a change to a posted document has occurred, and who has changed it.
CD-30	The solution could allow authorized CSC staff to subscribe to case documentation to be notified of edits, changes or updates to one or more documents (new versions) associated with a case.
CD-31	The solution must apply security to limit access at department, user, system, function, and document levels.
CD-32	The solution must have a role-based security model where access can be restricted, or given to CSC staff or others from a level of read-only to system administration.
CD-33	The solution must enable role-based security model that includes ability to establish exceptions.
CD-34	The solution must apply appropriate roles to determine whether a staff or system has the ability to delete a document.

Case Documentation (CD)	
Requirement ID	Requirement Description
CD-35	The solution should provide links to documents that can be sent to or accessed by team members, partners, or offenders, based on roles.
CD-36	The solution must record a detailed permanent audit log of all actions performed on a document including who changed a file and the time and date of any change, which is accessible and can be exported as a report.
Enables document workflow management	
CD-37	The solution must support electronic signature management of documents consistent with roles and with a process or workflow associated with a business capability.
CD-38	The solution should support a document review and approval workflow for documents needing to pass through several authors, reviewers and approvers before being ready for general distribution.
CD-39	The document approval workflow should allow documents to be directed to one or many CSC staff for sign off, and those CSC staff are able to approve or reject the document, providing comments and feedback if needed.
CD-40	The solution should maintain a record of who has reviewed and approved each document version.
CD-41	The solution should enable any workflow tasks to be easily delegated in the event that a participant is no longer available to complete the workflow task.
CD-42	The solution should allow CSC staff to restrict access to a document until it has been approved by appropriate parties.
CD-43	The solution should provide the ability to delegate review and/or approve workflow tasks and signing authority to other CSC staff for individual tasks or for all tasks over an established time period for the workflow.

Case Documentation (CD)	
Requirement ID	Requirement Description
CD-44	The solution should allow observers of review or approval workflows to track the progress of a document as it proceeds through the workflow and to view any comments and feedback.
Supports document sharing and searching	
CD-45	The solution must include a search capability that can search the metadata associated with the document as well as the content of the document.
CD-46	The solution must include a search capability that can be configured to search metadata and the document contents, or to search document metadata and exclude document content.
CD-47	The solution must index and enable the search of content from several file types with text components, including pdf, zip, and Microsoft Office products.
CD-48	The solution should enable any search to be restricted to a specific area of document library (e.g. one offender, or one or more institutions, or one more regions or provinces).
CD-49	The solution should enable documents to be searched based on their status in a workflow (for example, under review, reviewed, approved, not approved, not submitted for approval).
CD-50	The solution should enable the date of review or approval of a document to be searched.

1.4. Sentence Management

Sentence management is the management and structuring of offender sentences in accordance with the law to administer sentences imposed by the courts. In Canada, the Federal system is responsible for offenders serving sentence of two years or more.

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Sentence Management (SM)	
Requirement ID	Requirement Description
General	
SM-1	The solution must display how a sentence and release dates are calculated.
SM-2	The solution must have the ability to generate a system-compiled report, combining calculation breakdown and timeline of dates/events impacting sentence
SM-3	The solution should capture sentence history and event driven changes.
SM-4	The solution should enable a user to review sentence history and event driven changes, including any overrides.
SM-5	The solution should present sentence related events visually (e.g. using a timeline), with the ability to drill down to a specific event's details.
SM-6	The solution must use business rules to check that sentence management information is accurate; signals errors where required.
SM-7	The solution must permit external users to access modules.
SM-8	The solution must capture and maintain offender status (in CSC custody) and their location (location in federal facility, or in provincial facility).
SM-9	The solution must track Parole Board of Canada (PBC) hearing dates and results.
SM-10	The solution must enable report creation for upcoming PBC hearings.
SM-11	The solution should provide CSC with an alert following a decision by PBC.
SM-12	The solution must allow CSC staff to view PBC decisions
Initial Sentence Processing	
SM-13	The solution must have the ability to enter and share sentence-related information among identified CSC staff

Sentence Management (SM)	
Requirement ID	Requirement Description
SM-14	The solution must perform a preliminary sentence calculation based upon non-verified information on the sentencing orders.
SM-15	The solution should verify that sentence related information has been accepted as valid.
SM-16	The solution must alert CSC users when a new offender case is presented for jurisdictional review, with the ability to either receive documents or retrieve documents from a folder.
SM-17	The solution must be able to store results of jurisdictional authorization, including who authorized and the date of authorization.
Sentence Management: Information / Data	
SM-18	The solution must have the ability to enter, view and update sentence related data (e.g. offence, sentence date, legislative reference, etc.), as well as detailed information on fines, orders, prohibitions, or restitution.
SM-19	The solution must have the ability to enter non-impacting sentence information that does not influence the aggregate sentence.
SM-20	The solution must have the ability to add additional sentences or change a sentence. The solution will use existing data to further add sentences and alter eligibility and end dates
SM-21	The solution must capture sentence management activities, cross-referenced against legislation, policies and guidelines for performance assurance.
SM-22	The solution must have the ability to share data or documents with offenders, the Parole Board of Canada (PBC) and other government agencies

Sentence Management (SM)	
Requirement ID	Requirement Description
SM-23	The solution must have the ability to share sentence eligibility date timelines/chronology information with offenders and with the Parole Board of Canada (PBC).
SM-24	The solution should alert the user following a decision by PBC.
SM-25	The solution should alert the user when a change occurs to key dates for offenders following a decision to grant release to the community
SM-26	The solution must be able to capture and manage information pertaining to the expiration of offender sentences.
SM-27	The solution must be able to capture fines imposed on an offender, detail of the fine and the outstanding balance of the fine, along with payments made
SM-28	The solution must be able to capture fines imposed on an offender which have been converted to a sentence due to non-payment
SM-29	The solution must be able to capture reductions to sentences as a result of a fine payment.
SM-30	The solution must be able to capture charges outstanding against the offender, and details such as the status of the charge, police agency, etc.
SM-31	The solution should have the ability to automatically convert or transfer outstanding charge information into conviction and sentence information for offenders who have been convicted of their charges.
SM-32	The solution must have the ability to create, update, and issue Warrants.
Legislation/ Reference	
SM-33	The solution should provide the reference information for legislation, using actual wording from various acts, such as the Criminal Code, based on the date of offence.

Sentence Management (SM)	
Requirement ID	Requirement Description
SM-34	The solution should provide access to reference information on sentencing legislation, including any updates, directly from published online versions of judicial acts.
SM-35	The solution should be capable of updating legislation directly from published online versions of judicial acts or designated CSC staff have the ability to make updates to the system
SM-36	The solution should provide a method to isolate and report on the use of specific legislation
SM-37	The solution must provide a list of sentence types and their corresponding business rules
SM-38	The solution must allow the recording of offences based on the legislation in force at the time of the offence.
SM-39	The solution should provide the reference information for legislation associated to an offence under an Act.
SM-40	The solution should have the ability to capture secondary information related to an offence under an Act.
SM-41	The solution should alert the user if data entered violates business rules in the secondary information on an offence.
SM-42	The solution should maintain all versions of legislation for each offence (including those no longer in force).
SM-43	The solution should provide tables listing release schemes found in legislation.
SM-44	The solution should provide tables listing the associated calculation parameters for a release scheme. Upon selection, the system then applies an automated calculation to the sentence.

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Sentence Management (SM)	
Requirement ID	Requirement Description
SM-45	The solution should provide an alert if the release scheme chosen was not active in legislation during the offence date.
SM-46	The solution should maintain all versions of legislation for each release scheme (including those no longer in force).
SM-47	The solution should suggest correct legislation based on date of offence.
Calculate Sentence	
SM-48	The solution must perform basic date/time calculations to determine sentence length, release eligibility dates and end dates.
SM-49	The solution must perform a calculation to determine the tentative Statutory Release date following a suspension
SM-50	The solution must consider leap years when performing automated calculations
SM-51	The solution must have the ability to both calculate and display in days, months, and years
SM-52	The solution must round fractions to whole numbers, except where a specific provision in law exists
SM-53	The solution should have the ability to support a calendar allowing for calculations 150 years ahead
SM-54	The solution must provide tables the user can choose from to lay the framework for automated calculations.
SM-55	The solution should provide a list of sentence types and their corresponding business rules

Sentence Management (SM)	
Requirement ID	Requirement Description
SM-56	The solution must automatically calculate, update and manage offender eligibility date timelines/chronology in real-time based on offender sentencing and the changes to sentence dates
SM-57	The solution must enable the user to enter manually or amend (override) automated calculations, with a mandatory rationale field.
SM-58	The solution should accommodate sentence adjustments and provides automated adjustment of impacted release dates
SM-59	The solution should generate automated notifications when changes occur to sentence calculations
SM-60	The solution must have the ability to assemble data for each sentence to project the total sentence.
SM-61	The solution should display key dates for each individual sentence the offender receives using a timeline, to show how each sentence aligns to one another.
SM-62	The solution must display how a sentence and release dates are calculated.
SM-63	The solution uses business rules to check that information entered is accurate; signals errors where required.
SM-64	The solution must provide automated calculations for periods of time at large and incorporate in the offender's sentence. The calculations must reflect any changes to the sentence length and release eligibility dates.
SM-65	The solution should capture pre-trial credit information and applies the same information to a range of sentences, by date
SM-66	The solution must accommodate sentence adjustments and provide automated adjustment of impacted release dates.

Sentence Management (SM)	
Requirement ID	Requirement Description
SM-67	The solution must track the amount of time an offender has been in custody, both provincially and federally separately.
SM-68	The solution must calculate residency, LTED (Long Term Expiry Date)
SM-69	The solution must have the ability to enter and view sentence related data (offence, sentence date, legislative reference, etc.), as well as detailed information on fines, orders, prohibitions, or restitution.
SM-70	The solution must have the ability to enter non-impacting sentence information that does not influence the aggregate sentence.
SM-71	The solution must allow the recording of sentence and conviction appeals
SM-72	The solution must have the ability to add additional sentences or change a sentence. The solution will use existing data to further add sentences and alter eligibility and end dates
Report Sentencing Information	
SM-73	The solution must provide alerts to PBC when sentence acceptance occurs.
SM-74	The solution must restrict viewing of sentence details based on role until verified and accepted.
SM-75	The solution should provide alerts to CSC staff actively engaged in managing the offender when a sentence management officer verifies changes to sentence dates.
SM-76	The solution should provide a method to flag certain characteristics of an offender or their sentence.
SM-77	The solution should have the ability to isolate and report on the use of specific legislation

Sentence Management (SM)	
Requirement ID	Requirement Description
SM-78	The solution must provide a system compiled report that combines date calculation breakdown and timeline of dates/events impacting the sentence.
SM-79	The solution must have the ability to build and manage sentence continuum reports that contain offender sentence information, including events that impact offender sentences and the calculation of eligibility dates.
SM-80	The solution should share sentence continuum reports with offenders and the Parole Board of Canada (PBC).
SM-81	The solution must share sentence eligibility date timelines/chronology information with offenders and with the Parole Board of Canada (PBC).
Manage Deportations, International Transfers, Transfers, Extradition	
SM-82	The solution should capture notes on the status of and planning for deportation, transfer and extradition
SM-83	The solution must capture deportation, extradition, and international transfer information
SM-84	The solution must capture and notify whether there has been a change in jurisdiction.
SM-85	The solution must capture and manage Immigration Bail information.
SM-86	The solution must track Immigration Hearing dates and results.
SM-87	The solution must have the ability to set flags to identify offenders subject to deportation, extradition or international transfer
SM-88	The solution must have the ability to create and modify a Supervision Certificate
SM-89	The solution must have the ability to provide information to CSC departments
SM-90	The solution should receive information from other modules

Sentence Management (SM)	
Requirement ID	Requirement Description
Conduct CPIC Check	
SM-91	The solution must have the ability to use APIs to access external systems: CPIC
SM-92	The solution should have the ability to use APIs to capture information on outstanding charges from external systems.
SM-93	The solution could be capable of transferring messages between CPIC and itself using APIs.
Manage Outstanding Charges	
SM-94	The solution must capture all charges outstanding against the offender, and details such as the status of the charge, police agency, etc.
SM-95	The solution should contain a log in which notes and progress updates on the charges can be captured
SM-96	The solution should allow documents to be linked to the charge
SM-97	The solution should have the ability to automatically convert or transfer outstanding charge information into conviction and sentence information for offenders who have been convicted of their charges.
SM-98	The solution should have the ability to capture bail dates, and to add additional dates without overwriting.
SM-99	The solution should have the ability to capture when an offender elects to waive a charge in.
Manage Court Appearances	
SM-100	The solution must have the ability to capture court dates, and to add additional dates without overwriting.

Sentence Management (SM)	
Requirement ID	Requirement Description
SM-101	The system should be able to create reports of offender court appearances
SM-102	The system should have a calendar function to select court dates
SM-103	The solution must provide information to CSC departments, offenders, and external systems
SM-104	The solution must capture court decisions and information that impacts sentence calculation.
Manage Escapes or UAL	
SM-105	The system must capture details on escapes
SM-106	The system must capture the offender status
SM-107	The system must calculate time at large for inclusion in the sentence calculation
Authorize Release	
SM-108	The solution must allow CSC staff to view CSC and PBC decisions
SM-109	The system must capture proposed release type and date
SM-110	The solution must enable CSC staff to verify release information.
SM-111	The solution must enable CSC staff to perform a Quality Assessment on the Release Certificate, and to capture approval
SM-112	The solution must provide an automated roll up by date and site of offenders approved for release
SM-113	The solution must allow changes to release information
SM-114	The solution should generate reports on releases for statistical information

Sentence Management (SM)	
Requirement ID	Requirement Description
SM-115	The solution must enable CSC staff to review and document any changes in the special conditions for release
SM-116	The solution should enable automated notifications on release
SM-117	The solution should allow CSC staff to send a notification containing the link to a document found in the Document Management System
Release on Bail	
SM-118	The solution must capture bail information.
SM-119	The solution must track the number of days on bail.
SM-120	The solution must have the ability to capture bail dates, and to add additional dates without overwriting.
SM-121	The solution should generate reports with bail information
SM-122	The system should provide task reminders triggered by dates
SM-123	The system must capture the offender bail status
Suspend or Revoke Release	
SM-124	The solution could provide a flag: Re-admission to Custody
SM-125	The solution could provide a date field for Re-admission to Custody
SM-126	The solution should track date and jurisdiction for return to custody
SM-127	The solution must capture suspension, revocation, termination or inoperative information.
SM-128	The solution must track the number of days at large.

Sentence Management (SM)	
Requirement ID	Requirement Description
SM-129	The system must capture dates when referral or decision are due.
SM-130	The solution must enable CSC staff to perform a Quality Assessment on the Release Certificate
SM-131	The solution must calculate the revised Statutory Release date following revocation
SM-132	The system should enable CSC staff to create reports with suspension, revocation, termination and inoperative release information for review and analysis
Bring Forward System	
SM-133	The solution must have the ability to capture sentence management activities, cross-referenced against legislation, policies and guidelines for performance assurance.
SM-134	The solution must provide a section for notes/messages between employee and reviewer
Long Term Supervision Orders (LTSO)	
SM-135	The solution must perform basic date/time calculations to determine LTSO length, start and end dates.
SM-136	The solution must display how LTSO end dates are calculated.
SM-137	The solution must display how residency end dates are calculated.
SM-138	The solution must allow for the entry of each LTSO to which an offender is subject.
SM-139	The solution must automate numbering of each LTSO
SM-140	The solution must associate each LTSO with a specific sentence
SM-141	The solution must enable CSC staff to add additional LTSOs or change a LTSO. The solution will use existing data to further add LTSOs and alter end dates.

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Sentence Management (SM)	
Requirement ID	Requirement Description
SM-142	The solution must be able to automatically calculate, update and manage LTSO timelines/chronology in real-time based on offender events and changes
SM-143	The solution must be able to display key dates for each individual long term supervision order (LTSO) the offender receives using a timeline, to show how each LTSO aligns to one another and to adjacent sentences.
SM-144	The solution must calculate the overall/ruling LTED where there is more than one LTSO
SM-145	The solution must capture the anticipated release date for a LTSO
SM-146	The solution must capture the status of a LTSO
SM-147	The solution must capture special conditions on the LTSO, with start and end dates for each condition
SM-148	The solution must integrate new sentences received during the running of a LTSO.
SM-149	The solution must allow CSC staff to distinguish between interrupting and non-interrupting sentences associated with the LTSO
SM-150	The solution must provide automated calculations for periods of time at large and incorporate in the offender's LTSO. The calculations must reflect any changes to the residency and end dates.
SM-151	The solution must accommodate LTSO adjustments and provides automated adjustment of impacted dates
SM-152	The solution must generate automated notifications when changes occur to LTSO calculations
SM-153	The solution must have the ability to enter non-impacting sentence information that does not influence the aggregate LTSO.

Sentence Management (SM)	
Requirement ID	Requirement Description
SM-154	The solution must incorporate LTSOs into the chronological timeframe
SM-155	The solution must capture the LTO history
SM-156	The solution must allow the recording of LTO appeals
SM-157	The solution must provide a system compiled report that combines date calculation breakdown and timeline of dates/events impacting the LTO.
SM-158	The solution must have the ability to share LTO timelines/chronology information with offenders and with the Parole Board of Canada (PBC).
SM-159	The solution must allow users to create a supervision certificate for LTO
SM-160	The solution must track periods of bail for offenders serving a LTO
SM-161	The solution must allow for the capture of data related to LTO Breach charges
SM-162	The solution must capture data for suspensions of long term supervision
SM-163	The solution must capture data on loss of jurisdiction for LTO releases
SM-164	The solution must capture suspension, termination or inoperative information related to LTSOs.
SM-165	The solution must capture data for holds imposed on the running of a LTO
SM-166	The solution must capture holds to service of the LTO when the offender receives a Life or Indeterminate sentence
SM-167	The solution must track the resumption of the LTO following an interrupting sentence
SM-168	The solution must track the resumption of the LTO following a return to Canada after deportation

Sentence Management (SM)	
Requirement ID	Requirement Description
SM-169	The solution must track the number of days at large.
SM-170	The solution must provide an alert if the offence related to a LTS suspension occurs in a different province or territory
SM-171	The solution must track date and jurisdiction for return to custody
SM-172	The system must capture dates when referrals or decision are due
SM-173	The solution must enable CSC staff to perform a Quality Assessment on the LTSO Certificate, and to capture approval
SM-174	The system must be able to create reports with suspension, holds, termination and inoperative release information on LTSOs for review and analysis
SM-175	The system must allow the reporting of release on DP/FP/SR while also on Long Term Supervised release
Loss of Jurisdiction	
SM-176	The solution must capture data for loss of jurisdiction
SM-177	The solution must capture data related to the decision on loss of jurisdiction
SM-178	The solution must allow the suspension warrant status to be Loss of Jurisdiction
SM-179	The solution must track the resumption of a release following a loss of jurisdiction
SM-180	The solution must alert users when loss of jurisdiction is approaching.

1.5. Offender Assessment Management

CSC applies a number of assessments to determine the dynamic and static risk factors associated with an offender. Assessments are used to support placements, to guide security classification decision, and

to determine the types of programs, interventions and services an offender is offered as part of their correctional plan.

Offender Assessment Management (AR)	
Requirement ID	Requirement Description
General	
AR-1	The solution must enable CSC to develop a form in order to capture structured (yes/no, scores, checkboxes, etc.) and unstructured (free-text, comments, etc.) assessment data for each assessment tool.
AR-2	The solution should enable CSC to perform score calculations based on structured data captured in an assessment form, and to view the results of score calculations.
AR-3	The solution should enable assessment results (scoring and rating offenders) to be used to inform placements, and to support identification of offender correctional programming and intervention needs.
Support Elder Review and Indigenous Offenders	
AR-4	The solution must enable CSC to capture, maintain and share reviews received from Elders and spiritual advisors for those offenders interested in following an indigenous healing path. Elder reviews are considered in security classification and penitentiary placement decisions in Correctional Plans.
AR-5	The solution must ensure Indigenous Social History (ISH) factors are considered in all assessments, and the integrity of the application of ISH factors are consistent throughout the offender's sentence.
AR-6	The solution must enable CSC to identify offenders who satisfy the criteria to identify as Indigenous offenders for participation in the Indigenous Interventions Centres located at a number of CSC institutions across the country.
Capture Psychological Health Assessment	

Offender Assessment Management (AR)	
Requirement ID	Requirement Description
AR-7	The solution enables CSC to capture and manage psychological and psychiatric information about offenders from various sources including, but not limited to, mental health interventions, offender file reviews and meetings with offenders.
AR-8	The solution enables CSC to share and receive psychological and psychiatric information with offenders and with and from external partners.
Assess Criminal Background Information	
AR-9	The solution must enable CSC to assess offender background information including prior convictions, sentences, outstanding charges, institutional behaviour, health limitations and other metrics to determine the appropriate security classification for the offender.
AR-10	The solution must enable CSC to process offender criminal background information from various sources (court documents, police reports, offender self-reported information of previous convictions, etc.) to help determine appropriate intervention levels and correctional plan programming.
Assess Static Factors (SFA)	
AR-11	The solution must enable CSC to capture and manage offender security related information, including incidents, correctional plan progress and other metrics to reassess security classification for male (SRS) and female (SRS-W) offenders at regular intervals.
AR-12	The solution must enable CSC to capture and manage demographic information and criminal history characteristics for male non-Indigenous offenders to estimate the probability of re-offending within three years of release.
AR-13	The solution must enable CSC to capture and maintain offence information, including offence history, offence types, offence characteristics and victim information, to measure an offender's risk to re-offend. The Static Factor Assessment results are used

Offender Assessment Management (AR)	
Requirement ID	Requirement Description
	throughout an offender's sentence in relation to future assessments and decision-making.
AR-14	The solution must enable CSC to identify and capture criminal background information of a sexual nature to assist in estimation of sexual recidivism for male sexual offenders.
AR-15	The solution must enable CSC to refer, confirm and manage male sex offenders in sex offender programs and to determine correctional programming intensity levels.
AR-16	The solution should enable CSC to modify sex offender program referrals based on the results of assessments including STABLE 2007, CASA and FVRA.
AR-17	The solution should enable CSC to address dynamic risk factors for male sexual offenders through correctional programs and interventions.
Assess Dynamic Factors	
AR-18	The solution must enable CSC to capture and maintain historical substance abuse information for use in determining the level of severity and dependence to drugs and alcohol for male (CASA) / female (WCASA) offenders and to match offender needs to treatment.
AR-19	The solution must enable CSC to identify and capture dynamic (changeable) risk factors that are strongly associated with sexual recidivism for male sexual offenders.
AR-20	The solution must enable CSC to capture and maintain a history of violence or assault involving inmate partners for male offenders.
AR-21	The solution must enable CSC to capture and maintain information to help predict the future risk of domestic violence for those male offenders who have a history of violence or assault.
AR-22	The solution should enable CSC to capture and manage offender criminogenic factors that change over time and which require intervention to mitigate an offender's future

Offender Assessment Management (AR)	
Requirement ID	Requirement Description
	risk to re-offend. These factors fall within seven categories: substance abuse, personal/emotional orientation, attitude, community functioning, marital/family, employment/education and associates.
AR-23	The solution must enable CSC to capture and manage dynamic risk data gathered during offender interviews for use in offender community supervision, intervention level, and individual offender case planning.
AR-24	The solution must enable CSC to capture and manage dynamic risk and protective factor data gathered during offender interviews for use in individual offender case planning, custody classification, and release preparation.
Assess Education and Employability	
AR-25	The solution must enable CSC to capture and manage historical educational and employment data for non-recidivist offenders and for offenders returning to custody.
AR-26	The solution must enable CSC to capture and manage information pertaining to offender learning to help detect learning disabilities and tailor educational and correctional program strategies to the offender's needs. Learning Disability Assessments are completed on an as-required basis throughout an offender's sentence.
AR-27	The solution must enable CSC to capture and manage offender employment history, certifications, work attitudes, skills and performance, stability and other metrics for future use when preparing offenders for reintegration into society.

1.6. Placements and Transfers

Placements and Transfers is the management of offender placement into and transfers between institutions.

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Placements and Transfers (PNT)	
Requirement ID	Requirement Description
General	
PNT-1	The solution must allow CSC staff to review an offender file to support placement and transfers.
PNT-2	The solution must be able to apply a workflow for the review and decision management of the transfer.
PNT-3	The solution must flag when an offender has been convicted of a terrorism offence.
PNT-4	The solution must capture and manage the Assessment Management results, including the Custody Rating Scale (CRS).
PNT-5	The solution should apply business rules to determine if the offender meets the criteria for the Special Handling Unit (SHU).
PNT-6	The solution must notify CSC that information about the offender's transfer must be provided within 2 days of any transfer to the SHU.
PNT-7	The solution should track the location of the offender.
Verify Security Classification	
PNT-8	The solution must capture and display the CRS rating: Maximum, medium, minimum.
Plan and Manage Offender Transfers (Voluntary/Involuntary)(Intra-/Inter-regional)	
PNT-9	The solution must be able to capture and manage emergency, intra-regional and inter-regional involuntary offender transfer requests submitted by Parole Officers.
PNT-10	The solution must be able to capture and manage intra-regional and inter-regional transfer requests received from offenders.
PNT-11	The solution must be able to capture and manage information pertaining to the withdrawal of transfer requests from offenders.

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Placements and Transfers (PNT)	
Requirement ID	Requirement Description
PNT-12	The solution must be able to capture and manage recommendations pertaining to the voluntary and involuntary transfer of offenders.
PNT-13	The solution must be able to capture and manage decisions rendered regarding the voluntary and involuntary transfer of offenders.
PNT-14	The solution must enable CSC staff to share voluntary and involuntary transfer information, including recommendations and decisions rendered, with offenders.
PNT-15	The solution should be able to generate custom reports pertaining to the voluntary and involuntary transfer of offenders.
PNT-16	The solution must allow CSC to capture and manage sending and receiving institutional and regional comments/assessments on the suitability/security of an offender’s proposed transfer.
PNT-17	The solution must allow CSC to capture and manage inter-regional flight details such as approved offenders, sending and receiving airport details, date and time schedules for flight(s), seating assignments, and the security details of offenders.
PNT-18	The solution must allow the offender to enter a grievance or rebuttal to the transfer.
Coordinate a Regional Transfer	
PNT-19	The solution must allow staff to notify a Regional Transfer Coordinator (RTC) of a transfer requirement.
PNT-20	The solution must enable CSC staff to notify institutions of intent to transfer an offender.
PNT-21	The solution must capture and manage responses from institutions regarding a transfer of an offender.

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Placements and Transfers (PNT)	
Requirement ID	Requirement Description
PNT-22	The solution must capture and maintain a record of all correspondence and communications for a transfer.
PNT-23	The solution must provide a list of all CSC regions.
PNT-24	The solution must provide a list of all sites within a selected CSC region.
PNT-25	The solution must be able to deliver digital/electronic copies of decisions to identified CSC staff.
PNT-26	The solution should be able to confirm delivery of digital documents.
PNT-27	The solution must allow CSC staff to modify the transfer type to inter-regional.
PNT-28	The solution must notify the National Transfer Coordinator if the transfer type is modified to inter-regional.
Implement an escorted temporary absence, transfer or court appearance	
PNT-29	The solution must provide a list of reasons for a transfer, absence or travel.
PNT-30	The solution must be able to create a Temporary Absence form.
PNT-31	The solution must allow authorized CSC staff to transfer the management of an offender case file to a designated MAI at another site.
PNT-32	The solution must enable CSC staff to enter expected departure dates for transfers.
PNT-33	The solution should be able to generate a Threat Risk Assessment Report to support an offender transfer.
PNT-34	The solution must be able to generate a Gate Pass for an offender.
PNT-35	The solution must be able to generate an Inmate Profile Report.

Placements and Transfers (PNT)	
Requirement ID	Requirement Description
PNT-36	The solution must be able to generate a security Escort Briefing Package for the offender transfer.
PNT-37	The solution must enable the CSC user to select and assign the officer compliment for the offender transfer following business rules.
PNT-38	The solution must enable the CSC user to forward a copy of the Escort Briefing to the selected officer-in-charge.
PNT-39	The solution must provide a method to capture e-signatures for acknowledgement of offender transfer, and that a security briefing has been provided.
PNT-40	The solution must provide a method to indicate that an offender has departed (departure executed) or returned.
PNT-41	The solution must automatically update the movement sheet and count board that the offender has departed or returned.
PNT-42	The solution must automatically update the offender's bed status to "Assigned" if the offender status is changed to departed.
PNT-43	The solution must automatically update the offender's bed status to "Occupied" if the offender status is changed to returned.
PNT-44	The solution must be able to capture and maintain the status of the Gate Pass.
PNT-45	The solution should be able to capture and maintain any documentation that is returned with the offender.
PNT-46	The solution must enable CSC staff to create a Statement of Observation report once the transfer is complete.
PNT-47	The solution must enable CSC staff to acknowledge that search parameters were met in accordance with policy.

Placements and Transfers (PNT)	
Requirement ID	Requirement Description
Recommend Penitentiary Placement	
PNT-48	The solution should automatically recommend a Penitentiary Placement (PP) for an offender, based on business rules and the offender's CRS.
PNT-49	The solution must permit designated CSC staff to review and approve a recommended PP for an offender.
PNT-50	The solution must enable CSC staff to indicate if the offender is on intake or suspension.
PNT-51	The solution should be able to access and utilize a Decision Management module to create an Assessment for Decision Report.
PNT-52	The solution must provide a method to indicate that the offender requires a transfer to another region for the recommended PP.
PNT-53	The solution must capture and maintain comments and decisions on the PP from both the receiving and sending region.
PNT-54	The solution must allow CSC staff to notify the Regional Transfer Coordinator of the impending transfer.
PNT-55	The solution must allow CSC staff to identify an offender as a Temporary Detainee.
Determine Penitentiary Placement	
PNT-56	The solution must enable CSC staff to recommend a security level and penitentiary placement.
PNT-57	The solution must permit designated CSC staff to decide a security level and penitentiary placement.
PNT-58	The solution must capture offender classification details and flags.

Placements and Transfers (PNT)	
Requirement ID	Requirement Description
PNT-59	The solution must follow business rules to flag security classification and penitentiary placement discrepancies.
PNT-60	The solution must capture and maintain decisions regarding offender placement.
PNT-61	The solution must provide a method to notify an offender of designated security level and proposed PP.
PNT-62	The solution must capture the offender's response to the proposed PP.
PNT-63	The solution must provide a method to capture and maintain an offender's rebuttal of a proposed PP.
PNT-64	The solution must allow CSC staff to review, acknowledge and capture any CSC response to an offender's rebuttal of a proposed PP.
PNT-65	The solution must provide a method to capture the final decision on PP.
PNT-66	The solution must track (or automate) notifications to an offender of PP.
Transfer to Special Handling Unit (SHU)	
PNT-67	The solution must enable a CSC user to create, complete, and submit a Memo to File to the Regional HQ.
PNT-68	The solution must capture the Senior Deputy Commissioner's (SDC) decision in the Memo to File, including whether the SDC's decision approves direct transfer from Provincial custody to the SHU.
PNT-69	The solution should enable CSC staff to communicate new information regarding the offender to the receiving region prior to transfer.
PNT-70	The solution must capture the transfer of information in the Case Work Record of the offender.

Placements and Transfers (PNT)	
Requirement ID	Requirement Description
PNT-71	The solution must capture the physical transfer date of the offender.
Admission to Special Handling Unit (SHU)	
PNT-72	The solution must capture the decision to admit an offender into the SHU.
PNT-73	The solution must enable CSC staff to capture and document case conferences, including participants' names and roles.
PNT-74	The solution must enable CSC staff to inform an offender of the decision to pursue SHU admission.
PNT-75	The solution must enable CSC staff to update the offender file.
PNT-76	The solution must enable the CSC staff to prepare an Assessment for Decision Report.
PNT-77	The solution could provide a method to create a CSC/SCC 0377-1: Health Services Transfer form.
PNT-78	The solution must enable CSC staff to create and capture a Mental Health Assessment.
PNT-79	The solution must provide a method to notify the National Advisory Committee that a review of offender case is required.
PNT-80	The solution must provide a method to send or provide access to all documentation required by the National Advisory Committee to review the offender's case.
PNT-81	The solution must capture and maintain all decisions related to an offender's SHU transfer, including names, dates, and roles.
PNT-82	The solution must capture whether a transfer is voluntary or involuntary.
Emergency Transfer to Special Handling Unit (SHU)	

Placements and Transfers (PNT)	
Requirement ID	Requirement Description
PNT-83	The solution must permit CSC users to review offender cases in order to authorize admission into the SHU.
PNT-84	The solution must capture the decision to admit an offender into the SHU, including names, dates, and roles.
PNT-85	The solution must provide a method to indicate an Emergency Transfer to the SHU.
Review Special Handling Unit (SHU) Placement	
PNT-86	The solution must capture the decision to transfer an offender out of the SHU, or to maintain an offender in the SHU.
PNT-87	The solution must enable CSC staff to update correctional plans for offenders that are remaining in the SHU.
PNT-88	The solution must enable CSC staff to prepare an Assessment for Decision for offenders that are remaining in the SHU.
PNT-89	The solution must enable CSC staff to create and capture a Management Plan for offenders that are transferring out of the SHU.
PNT-90	The solution must enable CSC staff to flag a need to extend the review period.
PNT-91	The solution must enable CSC staff to notify the SDC that an extension to the review period is required, including names, dates, and roles.
PNT-92	The solution must be able to capture the SDC's decision concerning the extension of the review period.
PNT-93	The solution must provide a method to inform the offender of the decision to extend the review period.
PNT-94	The solution must provide a time-activated reminder to designated CSC staff to review the offender's file every 4 months.

Placements and Transfers (PNT)	
Requirement ID	Requirement Description
PNT-95	The solution must provide a method to suspend a transfer.
PNT-96	The solution should enable CSC staff to provide an integration report within 6 months of the transfer.
Manage National Advisory Committee (NAC) Review	
PNT-97	The solution should enable CSC staff to create and provide a notice of review date and time to an offender.
PNT-98	The solution should provide a method to invite an offender to a pre-review interview.
PNT-99	The solution should provide a method to capture a video-conference, including date, time and participants.
PNT-100	The solution must enable CSC to share documentation with an offender.
PNT-101	The solution must capture whether an offender wants to be interviewed.
PNT-102	The solution must be able to notify designated staff or departments if an offender wants to be interviewed.
PNT-103	The solution must provide a method to capture offender's comments.
PNT-104	The solution must capture the names and designation of attendees of an offender interview.
PNT-105	The solution must capture approvals for attendees of an offender interview.
PNT-106	The solution must capture and maintain audio recordings, with timestamp and Offender ID.
PNT-107	The solution must capture an offender's comments after the interview.

Placements and Transfers (PNT)	
Requirement ID	Requirement Description
PNT-108	The solution must enable CSC staff to share any offender comments to the review board.
PNT-109	The solution must provide a method to capture a written summary of the interview and include the summary in the offender's case management file.
PNT-110	The solution should allow a copy of an audio recording to be provided to an offender.
PNT-111	The solution must capture and maintain a copy of the review summary and decision.
PNT-112	The solution must enable a CSC user to notify a designated CSC staff member or department that a decision was rendered.
Emergency Transfer to Higher Security	
PNT-113	The solution must capture and maintain information on recommendations during a case conference, including date, names of attendees, name of offender, and result.
PNT-114	The solution must link any decisions to the offender Case Management file.
PNT-115	The solution must enable CSC staff to capture that the offender has been informed of the decision for an emergency transfer.
PNT-116	The solution must provide a method to capture and maintain a list of all staff that were contacted, collaborated with, and/or provided information on the offender.
PNT-117	The solution must capture and maintain information associated with any case conference with the receiving institution.
PNT-118	The solution must capture and maintain any transfer comments related to the emergency transfer.
PNT-119	The solution must enable a CSC user to notify other departments or institutions regarding an emergency transfer.

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Placements and Transfers (PNT)	
Requirement ID	Requirement Description
PNT-120	The solution must enable a CSC user to notify the Institutional Transfer Coordinator regarding the emergency transfer.
PNT-121	The solution must allow the CSC user to notify Victim Services regarding the emergency transfer.
PNT-122	The solution must provide a method for Regional Transfer Coordination.
PNT-123	The solution must provide a method to verify that an offender has been informed of their rights and of any decision to transfer to higher security.
PNT-124	The solution must provide a method to capture the formal acknowledgement by an offender of that decision.
PNT-125	The solution must permit the modification of the security classification, including a mandatory rationale.
Emergency Transfer to Higher Security - Inter/Intra Regional	
PNT-126	The solution must enable notification of offender transfer.
PNT-127	The solution must capture the type of transfer.
PNT-128	The solution must allow CSC staff to create a Notice of Involuntary Transfer, prepopulated with data from the transfer case.
Emergency Return to Institution from S81 Healing Lodge	
PNT-129	The solution must enable CSC staff to capture event information for an emergency transfer.
PNT-130	The solution must provide a method to indicate that the offender is returning from a Healing Lodge.

Placements and Transfers (PNT)	
Requirement ID	Requirement Description
PNT-131	The solution must provide a method to alert an institution and related staff and departments that an emergency transfer is required.
PNT-132	The solution must enable the authorization of an emergency removal.
PNT-133	The solution must enable CSC staff to create a termination of support letter.
PNT-134	The solution must enable CSC staff to provide a copy of the termination of support letter to the offender.
PNT-135	The solution must capture all data related to the physical transfer of the offender.
PNT-136	The solution must capture and maintain the Healing Lodge progress report.
Cluster Site Transfers	
PNT-137	The solution must be able to identify an institution as a cluster site (multiple levels of security).
PNT-138	The solution must be able to recognize that a transfer within a cluster site does not require a transfer warrant.
Cluster Site Transfer to Lower Security Level or Non-Emergency Cluster Site Transfer to Higher Security Level	
PNT-139	The solution must be able to capture an offender request for placement to a lower security area.
PNT-140	The solution must enable CSC staff to review an offender's request for placement to a lower security area.
PNT-141	The solution must be able to capture approvals for transfer decisions.
Cluster Site Emergency Transfer to Higher Security Level	

Placements and Transfers (PNT)	
Requirement ID	Requirement Description
PNT-142	The solution must enable CSC staff to indicate that an offender has been transferred to a psychiatric facility.
PNT-143	The solution must enable CSC staff to create and conduct a risk assessment on an offender.
PNT-144	The solution must be able to capture information regarding the placement of an offender while a decision to transfer is being made.
Cluster Site Transfer for Rehabilitation	
PNT-145	The solution must enable CSC staff to issue an offender 'pass' for offender to attend rehabilitation programs in a location with a lower or higher security level.
PNT-146	The solution must provide a method to coordinate escorts for the offender to access rehabilitation programs.
PNT-147	The solution must provide a method to suspend or reinstate an offender pass.
Transfer to and from CSC Treatment Centre	
PNT-148	The solution must enable CSC staff to review an offender's file to determine if the offender meets admission criteria to a treatment centre.
PNT-149	The solution must provide a list of transfer/movement types.
PNT-150	The solution must enable CSC staff to capture the progress of an offender's treatment plan.
PNT-151	The solution must enable CSC staff to monitor and track the progress of an offender's treatment plan.
PNT-152	The solution must capture an offender's decision to withdraw consent for treatment or voluntary assessment.

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Placements and Transfers (PNT)	
Requirement ID	Requirement Description
PNT-153	The solution must enable CSC staff to prepare and finalize the discharge process of an offender.
Voluntary Transfer Decision - Inter/Intra-regional	
PNT-154	The solution must indicate if a Court/PBC appearance is scheduled within 2 months of a proposed transfer.
PNT-155	The solution must allow CSC staff to capture and maintain an acceptance decision to a Healing Lodge.
PNT-156	The solution must notify the CSC user that an offender is not eligible to attend a Healing Lodge.
PNT-157	The solution must capture and maintain an offender's consent to transfer to a Healing Lodge.
PNT-158	The solution must allow CSC staff to notify Regional Transfer Coordinators of requested transfer.
PNT-159	The solution must allow CSC staff to assess security classification of an offender.
PNT-160	The solution must be able to support decision processing from designated CSC staff, according to business rules.
PNT-161	The solution must enable CSC staff to notify the Parole Board of Canada of an offender transfer.
Secure Offender	
PNT-162	The solution must enable CSC staff to identify an offender, for example, by providing details such as a photo, features and/or unique markings.
PNT-163	The solution must provide a method to identify if an offender has been secured and capture the location of a secured offender.

Placements and Transfers (PNT)	
Requirement ID	Requirement Description
Transfer Warrants	
PNT-164	The solution must allow CSC to capture and manage transfer warrants required to move offenders between institutions and which provide legal authority to have offenders in the community during transit.
PNT-165	The solution must allow CSC to issue, print and/or execute offender transfer warrants.
Offender Movement	
PNT-166	The solution must enable CSC to capture and manage cell and bed inventory records for each institution/facility/community housing etc. to facilitate offender cell and bed assignment, ensure incompatible offenders are not housed together and to analyze offender populations.
PNT-167	The solution must enable CSC to track and report on cell and bed inventory and usage by institution/facility/community housing.
Cell and Bed Assignment	
PNT-168	The solution must enable CSC to capture and manage the assignment of offenders to specific cells and beds upon arrival at federal institutions and cell/bed re-assignment when being relocated.
PNT-169	The solution must enable CSC to capture and manage information used to assess offender suitability for double-bunking or shared accommodations with other offenders.
PNT-170	The solution must enable CSC to capture and manage decision rendered regarding double-bunking or shared accommodations.
PNT-171	The solution must enable CSC to manage temporary cell assignment for offenders until their required security level has been determined.

Placements and Transfers (PNT)	
Requirement ID	Requirement Description
PNT-172	The solution must enable CSC to track and report on offender cell and bed assignment
Community Accommodations	
PNT-173	The solution must enable CSC to capture and manage information pertaining to accommodations for offenders on long-term supervision orders (LTSOs) or temporary, conditional, or statutory release in the community. Community accommodations include, but are not limited to, Community Correctional Centres (CCCs), Community Residential Facilities (CRFs), hostels, treatment centres (TCs), private home placements, supervised apartments and satellite apartments.
PNT-174	The solution must enable CSC to capture and manage accommodation inventory records for community accommodations to facilitate offender bed utilization and occupancy rates.
PNT-175	The solution must enable CSC to track and report on community accommodation inventory, bed utilization, occupancy rates and other metrics required for efficient accommodation planning.
Offender Tracking/Geo-location and Offender Count	
PNT-176	The solution must enable CSC to capture and manage information pertaining to counting the number of offenders in an institution, unit, range or other area at any given time in order to ensure all offenders are verified and accounted for.
PNT-177	The solution must enable CSC to review and analyze offender count numbers to determine discrepancies.
PNT-178	The solution must enable CSC to report on offender count numbers and locations of offenders during counts.
PNT-179	The solution must enable CSC to identify, locate and track the movement of offenders in institutions and facilities in real-time using a visual graphical interface.

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Placements and Transfers (PNT)	
Requirement ID	Requirement Description
PNT-180	The solution must enable CSC to control and manage offender movement patterns, location access and offender traffic flow in institutions and facilities.
PNT-181	The solution must enable CSC to forecast offender movement patterns and behaviours and to respond accordingly based on geo-location data collected.
PNT-182	The solution must enable CSC to build and generate custom offender geo-location and movement reports.
Exchange of Services Agreement (ESA) Period	
PNT-183	The solution must enable CSC to capture and manage information pertaining to the roles and responsibilities of the Minister of Public Safety and Emergency Preparedness and provincial/territorial governments during periods of temporary detention, transfer and community supervision of offenders.
Threat and Risk Assessment (TRA) for Security Escort	
PNT-184	The solution must enable CSC to capture and manage information pertaining to threats and risks to assess if security escorts are required for offenders who are being moved within institutions or public areas.
PNT-185	The proposed solution must enable CSC to indicate type of escort (armed/not armed), the number of officers per inmate ratio, etc.
International Offender Transfer to Canada	
PNT-186	The solution must allow CSC to capture and manage requests from offenders to transfer from Canada to their country of citizenship to serve the remainder of their custodial sentence.
PNT-187	The solution must allow CSC to capture and manage requests from offenders to transfer to Canada to serve the remainder of their custodial sentence.

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Placements and Transfers (PNT)	
Requirement ID	Requirement Description
PNT-188	The solution must allow CSC to capture and manage information pertaining to the withdrawal of international transfer requests from offenders.
PNT-189	The solution must allow CSC to capture and manage information pertaining to offender sentencing in the sentencing country and the administration of sentences in the receiving country.
PNT-190	The solution must allow CSC to share international transfer requests with external Canadian partners (e.g. Global Affairs Canada, Canadian Border Services Agency (CBSA), airport personnel, etc.) for review and approval.
PNT-191	The solution must allow CSC to capture and manage international transfer request review and approval information from external Canadian partners.
PNT-192	The solution must allow CSC to capture and manage decisions rendered regarding the international transfer of offenders.
PNT-193	The solution must allow CSC to share international transfer requests and relevant offender information and documentation with foreign countries for decision making purposes.
PNT-194	The solution must allow CSC to capture and manage decisions made by foreign countries to accept or reject international offender transfer requests.
PNT-195	The solution must allow CSC to capture and manage correspondence with foreign countries pertaining to international offender transfers.
PNT-196	The solution must allow CSC to generate custom reports pertaining to the international transfer of offenders to and from Canada.
PNT-197	The solution must enable CSC staff to access and retrieve data from external systems.
PNT-198	The solution must enable CSC staff to request services from external agencies.

1.7. Personal Property

Personal Property management ensures that the personal effects of an offender that are permitted to be taken into and kept in the penitentiary are protected from loss or damage.

Personal Property (PPO)	
Requirement ID	Requirement Description
Reception / Processing	
PPO-1	The solution must capture details about an offender's personal property items, including item classification, type, value, description, properties (colour, size, etc.), specific features, appearance, damaged / broken items, unauthorized items, etc. and create an inventory of items.
PPO-2	The solution must create and manage an inventory record of personal property items for each offender, including tracking (location) and capture of changes.
PPO-3	The solution should generate unique identifiers (UIDs) and labels/tags for each personal property item, attaches UIDs to items and associates items with a specific offender.
PPO-4	The solution should capture the value of items at reception.
PPO-5	The solution should capture photos of items and associate the photos with the item's UID.
PPO-6	The solution should capture and manage extension requests from offenders to receive personal property items beyond the first 30 days following admission into CSC custody and the decision results of these requests.
PPO-7	The solution must generate property receipts to provide to offenders.
PPO-8	The solution must identify damaged / broken items upon initial reception, disposal, transfer or release.

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Personal Property (PPO)	
Requirement ID	Requirement Description
PPO-9	The solution must enable CSC staff to set and manage an authorized items list by individual offender, security level and institution.
PPO-10	The solution should enable CSC staff to set personal property privilege levels for offenders and informs/notifies CSC staff.
PPO-11	The solution must enable CSC staff to override item authorizations for individual offenders.
PPO-12	The solution could enable CSC staff to enter property items in bulk (e.g. 12 white shirts).
Storage	
PPO-13	The solution should capture requests from offenders to withdraw items from and/or place items into storage, the decisions made and the results of those decisions.
Search and Seizure	
PPO-14	The solution must capture and manage the results of personal property examinations/searches.
PPO-15	The solution must flag/identify offender property as contraband/drugs/illegal during property searches and classifies these items by type.
PPO-16	The solution should trigger/generate an incident when contraband/drugs/illegal items are found during offender property searches.
PPO-17	The solution could capture the results of property searches / inspections on mobile devices and uploads/transfers the data to the system in real-time or once docked / data transmission zone is available.

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Personal Property (PPO)	
Requirement ID	Requirement Description
PPO-18	The solution should set and manage scheduled and unscheduled inventory/property checks and captures the details surrounding the checks (e.g. reason, results/findings, resultant actions, etc.).
PPO-19	The solution should verify/compare an offender's property during searches against their personal property record and documents inconsistencies / unauthorized items.
Disposal of Property	
PPO-20	The solution should capture and manage offender requests to dispose of personal property items.
Transfer and Release of Property	
PPO-21	The solution should track items sent to external agencies, provincial jails, used as evidence in court, etc.
PPO-22	The solution should share shipping cost information with the financial system to debit the offender's account.
PPO-23	The solution should capture the receipt of successfully delivered items, when required.
Purchasing	
PPO-24	The solution must maintain a history of purchase orders submitted by each offender.
PPO-25	The solution could capture and manage purchase orders received from offenders to purchase personal items from the National Supplier Catalogue.
PPO-26	The solution could enable staff to review offender purchase orders from security and financial perspectives and to approve or deny purchase orders based on these reviews.
PPO-27	The solution could access a digital National Supplier Catalogue.

Personal Property (PPO)	
Requirement ID	Requirement Description
PPO-28	The solution could exchange purchase information and approvals with the finance system.
Reports	
PPO-29	The solution must enable staff to generate offender personal property queries and produce lifecycle reports based on the following criteria: institution, offender name, FPS #, offender file #, item classification, item type, item value, item UID #, received date, disposal date, purchased date, transfer date, item status (destroyed, broken, in storage, in cell, confiscated, etc.)
PPO-30	The solution must enable staff to produce historical records/reports of all property items that were received, stored, transferred, disposed of and/or released within a configurable date range.
Compensation and Claims	
PPO-31	The solution must capture and manage individual and group claims against the crown submitted by offenders.
PPO-32	The solution must capture and manage all supporting documentation required when submitting a claim, including but not limited to: statement of facts, calculation of claim amount, details of loss/damage, repair or replacement estimates, etc.
PPO-33	The solution must capture information pertaining to the appraisal of hobby craft items being claimed.
PPO-34	The solution must enable staff to generate and share information, correspondence and documentation with offenders regarding their submitted claims. This may include, but is not limited to: copies of submitted claims, item appraisals, claim received date, claim reference number, the right to obtain legal counsel at their expense, the results of claim submission and reasons for decision, rights to submit first level grievances, etc.

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Personal Property (PPO)	
Requirement ID	Requirement Description
PPO-35	The solution must enable staff to set and manage the institution/site responsible for handling each offender claim.
PPO-36	The solution must capture and manage information pertaining to claim investigations, including but not limited to: offender and witness interviews, investigation reports, etc.
PPO-37	The solution should enable staff to capture, manage and share documentation with CSC's legal department.
PPO-38	The solution should enable staff to capture and manage information pertaining to CSC's legal defence against claims.
PPO-39	The solution must enable staff to capture and manage information pertaining to claim decisions rendered.
PPO-40	The solution must capture and manage information pertaining to the escalation of claims and grievances.
PPO-41	The solution should enable staff to capture and manage information pertaining to settlement / monetary compensation provided to offenders for each claim.
PPO-42	The solution must enable staff to capture and manage information pertaining to repair and replacement estimates.
PPO-43	The solution should share information and documentation with the finance department for item repair or replacement.
PPO-44	The solution must enable staff to capture and manage information pertaining to claims that have been abandoned by offenders.
PPO-45	The solution could enable staff to capture and manage information pertaining to claims denied by CSC which have been subsequently submitted to Community Residential Facilities (CRF's) by offenders for compensation.

Personal Property (PPO)	
Requirement ID	Requirement Description
PPO-46	The solution should enable staff to associate/link offender disciplinary actions to claims determined to be false or fraudulent.
PPO-47	The solution must maintain a history of claims and enables staff to build and generate offender claim reports.

1.8. Security and Intelligence Management

Security and Intelligence Management is the tracking and management of security and intelligence related to offenders held in an institution for the prevention of security incidences.

Security and Intelligence Management (SIM)	
Requirement ID	Requirement Description
General	
SIM-1	The proposed solution must enable CSC to capture, manage and report on staff response to incidents involving a medical emergency
SIM-2	The proposed solution must enable CSC to record and manage references to security information reports, (e.g. Incident Reports, Security Intelligence Reports, etc.) stored outside of the system in a preventive security file (Protected "C" information).
SIM-3	The proposed solution must enable CSC to capture, manage and communicate concerns, incidents, daily operational directions and other pertinent information to staff members over the course of a shift.
SIM-4	The proposed solution must enable CSC to capture, manage and report on the involvement of staff members in security related incidents, and report offender

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Security and Intelligence Management (SIM)	
Requirement ID	Requirement Description
	activities/behaviours and other notable concerns within an institution or community setting.
SIM-5	The proposed solution must enable CSC to capture and manage information pertaining to the involvement of offenders in drug-related activities and the identification and seizure of drugs and contraband found in institutions.
SIM-6	The proposed solution must enable CSC to capture and manage decisions made by the Drug Strategy Review Board for offenders caught with drugs.
SIM-7	The proposed solution must enable CSC to build and generate custom reports pertaining to the prevention of drug-related activities, enforcement of drug trafficking, evidence gathering and processing, urinalysis testing, etc.
SIM-8	The proposed solution must enable CSC to capture and manage information pertaining to incidents (e.g. fights, overdoses, medical emergencies, etc.) that occur in all CSC institutions across Canada.
SIM-9	The proposed solution must enable CSC to build, generate and distribute incident reports and other incident related information to all institutions across Canada, as required.
SIM-10	The proposed solution must enable CSC to capture and manage information pertaining to offender Threat Risk Groups (e.g. gangs, clubs, allegiances, etc.).
SIM-11	The proposed solution must enable CSC to identify, monitor, track and manage offender allegiances to Threat Risk Groups within institutions.
SIM-12	The proposed solution must enable CSC to capture and manage verbal and written offender communication information gathered through listening devices, telephone conversation recordings, interception of incoming and outgoing mail, etc.
SIM-13	The proposed solution must enable CSC to capture and manage information pertaining to incompatible offenders for use when considering offender movements,

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Security and Intelligence Management (SIM)	
Requirement ID	Requirement Description
	transfers and placements and to establish and implement conflict resolution processes.
SIM-14	The proposed solution must enable CSC to capture and manage information pertaining to the continuity of evidence for court hearing purposes, including but not limited to, evidence identification, tracking, storage and disposal.
SIM-15	The proposed solution must enable CSC to capture and manage information pertaining to investigations into institutional incidents (e.g. review video, conduct interviews, gather intelligence information, intercept communications, etc.)
SIM-16	The proposed solution must enable CSC to review institutional incidents and make recommendations to Wardens regarding the movement, placement and transfer of offenders.
Recording-Reporting Security	
SIM-17	The proposed solution must enable CSC to build, generate and distribute Statement Observation Reports.
SIM-18	The solution must provide a method to notify designated CSC staff that an incident has occurred.
SIM-19	The solution must track and manage security incidences.
SIM-20	The proposed solution must enable CSC to build, generate and distribute institutional incident reports.
SIM-21	The solution must provide a method to update an offender's Casework Record when an incident occurs in the community.
Manage Incompatible Offenders	
SIM-22	The solution must provide a method to identify, capture, and maintain incompatible information on offenders.

Security and Intelligence Management (SIM)	
Requirement ID	Requirement Description
SIM-23	The proposed solution must enable CSC to build, generate and distribute Incompatible Management Forms.
SIM-24	The solution must provide a method to link and cross reference incompatible offenders, groups and STGs.
SIM-25	The solution must provide a list of known incompatible groups and STGs.
SIM-26	The solution must enable designated CSC staff to review an offender's security file.
Review Incompatible Offenders / Change in Incompatibilities	
SIM-27	The solution must provide a method to review and approve recommendations.
Conflict Resolution	
SIM-28	The solution must provide a method to capture Conflict Resolution data.
SIM-29	The solution must capture Conflict Resolution results and notes.
Use of Surveillance Equipment	
SIM-30	The solution must provide a method to create a surveillance request by CSC staff.
SIM-31	The solution must enable a designated CSC staff member to approve surveillance of an offender.
SIM-32	The solution must provide a method to indicate the type of surveillance.
SIM-33	The solution must provide a method to capture and maintain audio and video recordings, including identifiers, timestamps, etc. for each recording.
SIM-34	The solution must provide a method to link a recording to an offender.
SIM-35	The solution must provide a method to tag a recording as evidence.

Security and Intelligence Management (SIM)	
Requirement ID	Requirement Description
SIM-36	The solution must provide a method to review audio and video recordings.
SIM-37	The solution must enable designated CSC staff to control or restrict access to audio and video recordings.
SIM-38	The solution must provide a method to create and save 'clips' of audio or video from a recording.
SIM-39	The solution must provide a method to set the storage period of recordings.
SIM-40	The solution must enable a designated CSC staff member to edit the storage period of selected recordings.
SIM-41	The solution must capture reasoning for extending the storage period of selected recordings.
SIM-42	The solution must provide a method to destroy or overwrite audio and video recordings.
SIM-43	The solution must provide a method to store recordings on physical media.
Intercept Inmate Communications	
SIM-44	The solution must enable CSC staff to notify the offender of the regulations regarding the recording of communications.
SIM-45	The solution must provide a method to create a form to authorize private communication surveillance.
SIM-46	The solution must provide a method to create a form to authorize privileged communication surveillance.
SIM-47	The solution must provide a method to create a form to capture an offender's permission for private communication surveillance.

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Security and Intelligence Management (SIM)	
Requirement ID	Requirement Description
SIM-48	The solution must capture and maintain a list of offender contacts that are authorized for privileged communication.
SIM-49	The solution must provide a method to notify designated CSC staff that surveillance of privileged conversations are required.
SIM-50	The solution must provide a method to request judicial authorization for surveillance of privileged conversations.
SIM-51	The solution must provide a method to capture and maintain judicial authorization for surveillance of privileged conversations for an outside agency.
SIM-52	The solution must enable CSC staff to identify the type of surveillance, and jurisdiction or authority.
SIM-53	The solution must capture the information of any outside agency that is conducting surveillance.
SIM-54	The solution must capture and maintain a list of offenders that are under observation.
SIM-55	The solution must enable CSC staff to set a time period for intercepting private communications.
SIM-56	The solution must provide a method to require authorization to extend the time period for intercepting private conversations.
SIM-57	The solution must enable CSC staff to link witness information to an offender security file.
SIM-58	The solution must enable CSC staff to capture and maintain witness information related to an interception and/or investigation.
SIM-59	The solution must enable CSC staff to create a list of individuals (staff or offenders) who may be at risk from an offender.

Security and Intelligence Management (SIM)	
Requirement ID	Requirement Description
SIM-60	The solution must enable CSC staff to link individuals (staff or offenders) to an offender who may be a risk to their personal safety.
SIM-61	The solution must enable CSC staff to capture information related to institutional security risks.
SIM-62	The solution must enable CSC staff to authorize a notification of an interception to an offender.
SIM-63	The solution must enable CSC staff to notify an offender if an interception has occurred.
SIM-64	The solution must provide a method for an offender to respond to the notification of an interception.
SIM-65	The solution must provide a method to designate all information and data/recordings as PROTECTED.
Statement Observation Report	
SIM-66	The solution must provide a method to create a Statement Observation Report.
SIM-67	The solution must enable CSC staff to designate a Statement Observation Report as Protected A, B or C.
SIM-68	The solution must enable CSC staff to review and approve a designation level for documents (Protected A, B or C).
Incident Report	
SIM-69	The solution must provide a method to create an Incident Report.
SIM-70	The solution must capture and maintain Incident Reports.
Security Intelligence Report	

Security and Intelligence Management (SIM)	
Requirement ID	Requirement Description
SIM-71	The solution must provide a method to create a Security Intelligence Report.
SIM-72	The solution must capture and maintain Security Intelligence Reports.
SIM-73	The solution must provide a method for CSC staff to evaluate and approve information related to security intelligence.
SIM-74	The solution must enable CSC staff to rate the reliability of the information.
SIM-75	The solution must enable CSC staff to designate the information "available for use in court".
Intelligence Observation Report	
SIM-76	The solution must enable CSC staff to assess the reliability of the information.
Security Intelligence Briefing Record	
SIM-77	The solution must enable CSC staff to create a Security Intelligence Briefing Record.
SIM-78	The solution must enable CSC staff to create and maintain a record or log of security intelligence briefing occurrences at each institution or facility.
Information from Other Sources	
SIM-79	The solution must enable CSC staff to review and assess the information gathered from a source.
SIM-80	The solution must enable CSC staff to capture and link the information to an offender.
Partner Liaison Log	
SIM-81	The solution must provide a method to create and maintain an External Partner Liaison Log.

Security and Intelligence Management (SIM)	
Requirement ID	Requirement Description
SIM-82	The solution must capture all External Partner requests and relevant information regarding the request.
Track Security Incidents	
SIM-83	The solution must provide a workflow method to track security incidents.
SIM-84	The solution must provide a method to indicate that a serious bodily injury has occurred.
SIM-85	The solution must link any Statement of Observation Reports related to the incident.
SIM-86	The solution must automatically notify designated CSC staff to security incidents, based on business rules.
SIM-87	The solution must link any Incident Reports related to the incident.
Serious Bodily Injury	
SIM-88	The solution must provide a method to identify the physical location of where the incident occurred.
SIM-89	The solution must capture the information related to the Health Services Consultation, or provides a link to the information.
SIM-90	The solution must enable CSC staff to rate the level of injury.
SIM-91	The solution must enable CSC staff to update an Incident Report.
Health Services Consultation	
SIM-92	The solution must provide a method to capture the results and recommendation of a consultation with Health/Clinical Services.
SIM-93	The solution must provide a method to escalate the consultation to a higher lever.

Security and Intelligence Management (SIM)	
Requirement ID	Requirement Description
SIM-94	The solution must provide a method to notify designated CSC staff of the consultation result.
Preserve Crime Scene and Evidence	
SIM-95	The solution must provide a workflow method to track crime scenes and evidence.
SIM-96	The solution must enable CSC staff to capture and maintain all information on police interactions.
SIM-97	The solution must create and maintain a Transmittal Note and Receipt for the crime scene evidence.
SIM-98	The solution must capture and maintain acknowledgement of transfer of responsibility of the crime scene and evidence.
SIM-99	The solution must provide a method to identify or label evidence bags for tracking purposes.
Protect-Control Crime Scene	
SIM-100	The solution must provide and maintains a "Scene Log".
SIM-101	The solution must enable CSC staff to create a Scene Log entry or record for an incident.
SIM-102	The solution must enable CSC staff to flag a person at the crime scene as unauthorized.
SIM-103	The solution must enable CSC staff to log names, rank and time of relief staff/shift change.
Preserve Evidence	

Security and Intelligence Management (SIM)	
Requirement ID	Requirement Description
SIM-104	The solution must provide a method to capture and maintain photos and video recordings.
SIM-105	The solution must provide a method to link photos and video recordings to the incident.
SIM-106	The solution must enable CSC staff to capture evidence information into the "Scene Log".
SIM-107	The solution must provide a method to capture information on electronic devices found at the crime scene.
SIM-108	The solution must provide a method to capture range tapes and Main Communication Control Post (MCCP) recordings and link them to the incident.
Manage Seized Items	
SIM-109	The solution must provide a method to create and maintain chain-of-custody forms linked to evidence bags.
SIM-110	The solution must provide a method to indicate the location of an evidence bag.
SIM-111	The solution must capture and maintain the link between an evidence bag (ID number), an Incident Report and a Statement Observation Report.
SIM-112	The solution must enable CSC staff to identify the evidence as contraband or unauthorized item.
SIM-113	The solution must provide and maintain a contraband control register for each institution and/or facility.
SIM-114	The solution must enable CSC users to create and modify an entry/record in the contraband control register.
Return or Forfeiture of Seized items	

Security and Intelligence Management (SIM)	
Requirement ID	Requirement Description
SIM-115	The solution must be able to maintain a record of seized items, including offender/owner name, ID, and location.
SIM-116	The solution must enable CSC staff to notify an offender/owner that the item(s) was seized.
SIM-117	The solution must provide a method to alert designated CSC staff if there is no identified owner of a seized item(s) after 30 days.
SIM-118	The solution must enable CSC staff to designate seized items as unclaimed.
SIM-119	The solution must enable CSC staff to declare the unclaimed items as Forfeit to Government.
SIM-120	The solution must enable CSC staff to designate seized items as evidence.
SIM-121	The solution must provide a method for the owner of the seized items to submit an application to have the items returned.
SIM-122	The solution must capture an acknowledgement to forfeit the seized item(s).
SIM-123	The solution must capture the owner's decision to send the seized items out of the institution/facility.
SIM-124	The solution must capture an acknowledgement of receipt for seized item(s).
Disposal of Seized Item	
SIM-125	The solution must enable CSC staff to update the contraband control register for each institution and/or facility to indicate items were disposed of.
SIM-126	The solution must provide a list of methods in which seized items were disposed of.
Manage STG's	

Security and Intelligence Management (SIM)	
Requirement ID	Requirement Description
SIM-127	The solution must provide a method to create and maintain information on Security Threat Groups (STG's)
SIM-128	The solution must provide a method where CSC staff can notify the Security Intelligence group of a possible new STG.
SIM-129	The solution must enable CSC staff to create a new STG in the system.
SIM-130	The solution must enable CSC staff to assess the validity of a new STG.
SIM-131	The solution must provide a method where CSC staff can notify the Security Intelligence group of a possible affiliation of an offender to an STG.
SIM-132	The solution must provide a method where CSC staff can notify the Security Intelligence group that an offender may no longer be affiliated with an STG.
SIM-133	The solution must enable CSC staff to assess an offender's affiliation with an STG.
SIM-134	The solution must provide a method where CSC staff can notify the Security Intelligence group that a member of staff is being targeted by an STG.
Identify New STG (Security Threat Group)	
SIM-135	The solution must enable a CSC user to create a referral sheet for the identification of an new STG.
SIM-136	The solution must enable CSC staff to inform designated departments and staff of the new STG.
SIM-137	The solution must enable CSC staff to forward supporting documents, recommendations and the referral sheet to designated departments and staff.
SIM-138	The solution must enable designated CSC staff to review and approve a new STG.
SIM-139	The solution must provide a method to add the new STG to the list of known STGs.

Security and Intelligence Management (SIM)	
Requirement ID	Requirement Description
Manage Human Sources	
SIM-140	The solution must provide a method to identify an offender as a human source.
SIM-141	The solution must restrict access to the method or indicator used to identify an offender as a human source.
SIM-142	The solution must enable designated CSC staff to identify the offender as a CSC Source or an Outside Agency Source.
SIM-143	The solution must capture and maintains outside agency requests to use an offender as a human source.
SIM-144	The solution must enable designated CSC staff to review and approve the request of an outside agency to use an offender as a human source.
SIM-145	The solution must provide a method to inform an offender of the conditions for being a human resource.
SIM-146	The solution must provide a method to capture the acknowledgement of an offender to being a human resource.
SIM-147	The solution could provide a registry log for human sources.
SIM-148	The solution must provide a unique ID number for a human source.
SIM-149	The solution could designate the registry log and all information related to or received from a human source as Protected C.
SIM-150	The solution must provide a method to capture all documentation related to a human resource into a file which can be transferred to another region/facility.
SIM-151	The solution must enable CSC staff to notify the originating officer if there is a request for information and the information is released.

Security and Intelligence Management (SIM)	
Requirement ID	Requirement Description
SIM-152	The solution must maintain a log to capture any access to the human resource files or any documents related to the human resource, including Intelligence Operations Report (IORs).
Manage Preventative Security and Intelligence	
SIM-153	The solution must provide a method to capture and maintain Preventative Security and Intelligence files (PSIF).
SIM-154	The solution must provide a method to restrict access to PSIF.
SIM-155	The solution must provide a method to notify designated CSC staff that the PSIF are to be sent to the Regional Depot and archived.
Access Control to PSIF	
SIM-156	The solution must provide a method to request access to the PSIF files.
SIM-157	The solution must enable CSC staff to create a record to capture information on the person or agency requesting access to a PDIF or SIR.
SIM-158	The solution must enable CSC staff to forward the request to designated CSC staff for approval.
SIM-159	The solution must enable CSC staff to notify the originator of the SIR that the request to access was approved.
SIM-160	The solution must provide a method to display a watermark or notification on a SIR, S/OR and SOR document stating the Privacy Act Notice.
SIM-161	The solution must provide a method to capture user authentication before opening a document for viewing.
SIM-162	The solution must provide a method to restrict copying the file or any portion of the file.

Security and Intelligence Management (SIM)	
Requirement ID	Requirement Description
Process an Escape or UAL	
SIM-163	The solution must provide a method to set and modify an offender's status.
SIM-164	The solution must capture the warrant, e-signature and warrant type.
SIM-165	The solution must enable CSC staff to forward a copy of the warrant to an external agency.
SIM-166	The solution must enable CSC staff to capture a copy of the executed warrant.
SIM-167	The solution must provide a method to trigger a sentence calculation.

1.9. Interventions and Service Management

Interventions and Services include the specific programs and services that CSC provides to offenders to encourage reintegration into society while reducing recidivism and maintaining public safety.

Interventions and Service Management (INS)	
Requirement ID	Requirement Description
General	
INS-1	The solution must enable CSC to create, restrict and manage an offender program inventory that has varied availability at all CSC sites and in the community locations.
INS-2	The solution must enable CSC to create and manage visually interactive schedules for all offender programs or interventions offered at one or more site locations, and in the community.

Interventions and Service Management (INS)	
Requirement ID	Requirement Description
Program Recommendations and Assignment	
INS-3	The solution must enable CSC to recommend offenders for, and assign offenders to, programs of varying intensity levels based on their assessed needs.
INS-4	The solution must enable CSC to manage override recommendations to initially identified program needs and provide workflow notifications and electronic approval capabilities.
INS-5	The solution must enable CSC to manage offender program assignments throughout the duration of their sentence.
INS-6	The solution must enable CSC track and manage offender program participation refusal, assignment suspensions, and attendance levels over program durations.
Program Prioritization	
INS-7	The solution must enable CSC to identify and rank program urgency for offenders and to prioritize program assignment based on day parole eligibility dates, risk to public safety and other criteria.
Pathways	
INS-8	The solution must enable CSC to receive and manage requests from offenders who demonstrate a commitment to follow a traditional Indigenous healing path consistent with Indigenous traditional values and beliefs.
INS-9	The solution must enable CSC to manage waitlists and bed space allocation for Pathways Units in specific institutions.
INS-10	The solution must enable CSC to collect and analyze program performance data to evaluate Pathways program effectiveness and track participants to monitor individual outcomes.

Interventions and Service Management (INS)	
Requirement ID	Requirement Description
Monitor and Report on Program Performance	
INS-11	The solution must enable CSC to create and manage program performance tests.
INS-12	The solution must enable CSC to associate program performance tests with scheduled programs to assist in maintaining program integrity and determining patterns within the offender population.
INS-13	The solution must enable CSC to collect and analyze program performance test data to evaluate program effectiveness, adhere to national standards and meet its policy requirement to monitor and evaluate correctional programs.
INS-14	The solution must enable CSC to generate and manage final program reports for all offenders in programs, regardless of the program outcome.
INS-15	The solution must enable CSC to share final program reports with offenders and with the Parole Board of Canada (PBC).
Structured Living Environments	
INS-16	The solution must enable CSC to track and manage the admission to and discharge from structured living environments for female offenders with mental health needs.
INS-17	The solution must enable CSC to track and manage interventions provided to offenders housed in Structured Living Environments.
Certificates and Diplomas	
INS-18	The solution must enable CSC to create and manage certificates and diplomas for associated programs and apprenticeships.
INS-19	The solution must enable CSC to issue certificates and diplomas to offenders upon successful completion of an associated program or apprenticeship.
Apprenticeships and Trades	

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Interventions and Service Management (INS)	
Requirement ID	Requirement Description
INS-20	The solution must enable CSC to capture and track offender participation hours in apprenticeship programs as they work towards trade certifications.
Offender Hobby Crafts	
INS-21	The solution must enable CSC to capture and manage offender requests to engage in hobby crafts for pleasure during leisure time.
INS-22	The solution must enable CSC to issue and manage hobby craft permits for offenders.
Educational Achievements	
INS-23	The solution must enable CSC to capture and manage successfully completed educational courses and other educational achievements for offenders.
INS-24	The solution must enable CSC to capture and manage historical educational achievements to ensure efficiency and accuracy of educational intervention.
Social Programs	
INS-25	The solution must enable CSC to capture and manage information pertaining to social programs such as, but not limited to, Community Integration Programs, Social Integration Programs for Women, Parenting Skills, etc.
Chaplaincy	
INS-26	The solution must enable CSC to capture and manage information pertaining to religious/spiritual interactions and/or services for offenders.
Employment	
INS-27	The solution must enable CSC to capture and manage applications for employment received from offenders.

Interventions and Service Management (INS)	
Requirement ID	Requirement Description
INS-28	The solution should enable CSC to assess offender job suitability and to approve or deny applications for employment.
INS-29	The solution must enable CSC to conduct and capture the results of work performance evaluations.
INS-30	The solution should enable CSC to capture and maintain community employment records for conditionally-released offenders working in the community.
Offender Pay	
INS-31	The solution must enable CSC to monitor and manage attendance levels for various program and employment assignments to determine appropriate pay levels.
INS-32	The solution must enable CSC to determine and manage pay rates for offenders based on their assigned pay levels.
INS-33	The solution must enable CSC to calculate, manage and distribute payments to offenders on work assignments.
INS-34	The solution must enable CSC to adjust offender payments for overtime or special circumstances such as suspension/termination, shutdowns, maternity leave or periods in Structured Intervention Units.
Restorative Justice	
INS-35	The solution must capture and manage requests for victim-offender mediation (VOM) received from offenders, victims or victim representatives and support people.
INS-36	The solution must record and manage VOM case summary records.
INS-37	The solution must track and report on restorative justice cases.

1.10. Case Planning

CSC assigns or reassigns an offender's case to a parole officer, either institutionally or in community, who works with the offender to prepare an initial correctional plan, and then to update that correctional plan based on the need to support decisions about the offender, decisions that are based on an assessment of whether an offender is making progress towards the elements of their correctional plan, and an assessment of any residual risk the offender presents of recidivism.

Case Planning (CP)	
Requirement ID	Requirement Description
Access The Criminal Profile	
CP-1	The solution must provide CSC staff with access to a criminal profile or, if one is not in place, a utility that provides access to a form and the information needed to create a criminal profile.
Assign and Share an Offender Case	
CP-2	The solution must enable CSC to assign and manage staff member responsibilities in regards to offenders for the purposes of interacting with, overseeing, administrating and providing comments and recommendations to decision-makers regarding the offender.
CP-3	The solution must apply rules that ensures individual CSC staff are not overloaded with offender case files, allocates case files based on business rules that consider factors such as the offender's location, the state of the offender in his or her sentence, and/or staff workload, and that ensures CSC management are aware if additional staff maybe needed to manage case workload demands.
CP-4	The solution must allow CSC to share the offender's file and the correctional plan, to support case consultations among CSC staff that may support the correctional activities of the offender.
Manage the Correctional Plan	

Case Planning (CP)	
Requirement ID	Requirement Description
CP-5	The solution must provide CSC staff with access to information needed to create an initial comprehensive risk management strategy or Correctional Plan for each offender, including objectives or targets, a summary of static and dynamics assessments, interventions (programs, education and employment) and monitoring techniques required to address any area associated with each offender’s risk to re-offend.
CP-6	The solution must enable CSC staff to create, share, review and approve an initial correctional plan.
CP-7	The solution must enable CSC to access, update and manage the Correctional Plan as a results of events or incidents associated with the offender's case file (constructive and destructive), for example, a requested release, a sentence management date, a security incident or a new conviction on a prior charge, occur over the course of the offender’s sentence; incidents can occur during incarceration at CSC or in relation to an offender's activities prior to incarceration or while under community supervision.
CP-8	The proposed solution must enable CSC to clearly identify dynamic risk factors, personal intervention targets, skills and abilities, and behavioral indicators and monitor these ratings in a visual manner, which are updated based on events or incidents that may occur (for example, a planned release, a security incident or a new conviction on a prior charge) and in accordance with set decision making rules.

1.11. Correspondence and Visits

Contact and visit management is the tracking and management of direct and indirect mail contacts and visits between and offender held in an institution and an outside contact.

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Correspondence and Visits (VNC)	
Requirement ID	Requirement Description
Complete visiting application	
VNC-1	The solution should provide potential visitors with the ability to register as a visitor at one or more institutions.
VNC-2	The solution must enable a potential visitor to apply to visit a unique offender.
VNC-3	The solution must identify the type of visit request (e.g. in person, video, private family).
VNC-4	The solution must identify a reason for the visit.
VNC-5	The solution should track what government-issued photographic identification a visitor plans to use or has used to validate their identity.
VNC-6	The solution must provide CSC with the ability to validate the identify of a visitor, requiring the visitor to provide 2 pieces of photo identification.
VNC-7	The solution must track which offenders (one or more) the visitor has applied to visit and/or has visited.
VNC-8	The solution must track the relationship between the visitor and the offender being visited.
VNC-9	The solution must track whether the visitor is the legal guardian of any children that will be attending a visit with the offender, and the name, address and age of each child.
VNC-10	The solution must present the visitor with a child safety waiver if children will be attending with the visitor.
VNC-11	The solution must request consent to conduct additional research on the visitor (criminal record check).

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Correspondence and Visits (VNC)	
Requirement ID	Requirement Description
VNC-12	The solution must provide the conditions associated with visiting, and to provide any updates when those occur, and ensure that a visitor has acknowledged those conditions.
VNC-13	The solution must allow CSC to validate whether a visitor has a criminal record.
VNC-14	The solution must flag the type of visitor.
VNC-15	The solution should have the ability to set the status of an application.
VNC-16	The solution should have the ability to notify the visitor if additional information is required, or if there is a change to the status of the application.
VNC-17	The solution should provide access to any application that has been denied to the visitor review board.
VNC-18	The solution could have the ability to notify the offender that a visiting application has been submitted.
VNC-19	The solution could have the ability to notify the offender and a visitor of any changes to the status of the visitor, for example, if visits have been suspended, reinstated, terminated, or approved.
VNC-20	The solution must have the ability to direct a decision about an application to the appropriate CSC authority for that visitor and type of visit.
VNC-21	The solution must retain a record of the application and its review, and any activity in relation to an application.
VNC-22	The solution must have the ability to provide information required to conduct a successful visit if an application is approved.
VNC-23	The solution must document that the visitor has reviewed and acknowledges the rules of visiting and having viewed any materials needed to allow the visit.

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Correspondence and Visits (VNC)	
Requirement ID	Requirement Description
Apply for Private Family Visit	
VNC-24	The solution should allow an offender to apply for a private family visit for an approved visitor.
VNC-25	The solution must enable CSC to gather needed documentation about that request including a statement of voluntary consent, a declaration of common law union or marriage certificate, copies of 2 pieces of government-issued identification, a child safety waiver, original photos, and a letter of consent from a guardian if applicable)
VNC-26	The solution should ensure that an application for a private family visit is complete, including all needed documentation, before the offender is able to submit it.
VNC-27	The solution must track information used to process the application, including a community assessment, and factors to determine eligibility (including an assessment of the risk of family violence, whether the offender has a UTA for family contact purposes, is in a special handling unit (SHU), or has been recommended or approved for the SHU).
VNC-28	The solution must enable CSC to document whether a visitor is eligible for a private family visit, by confirming whether they are immediate family, or have a close personal relationship with the offender.
VNC-29	The solution should monitor the status of an application for a private family visit, including any reviews, recommendations or decisions about the application.
VNC-30	The solution should track the activities of a visitor review board in relation to an application for a private family visit, including providing notification to the offender of any decision.
VNC-31	The solution should ensure that a casework record is prepared after a private family visit.
Conduct Visit	

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Correspondence and Visits (VNC)	
Requirement ID	Requirement Description
VNC-32	The solution must allow an approved visitor to schedule a visit with a specific offender.
VNC-33	The solution should track when a visitor arrives for a visit, and allows CSC to confirm whether the visitor has an appointment, and with which offender.
VNC-34	The solution should allow CSC to associate comments with the visitor, in association with any visit
VNC-35	The solution must store confirmation of the visitor's identity, including documenting what the visitor used to confirm his or her identity (e.g. driver's license, health card, or passport).
VNC-36	The solution must document the visitor's acceptance of any terms and conditions associated with a visit by capturing acceptance (e.g. as a signature, finger print).
VNC-37	The solution could allow CSC to associate any items not allowed with the visitor to that visitor and enables items to be identified and secured during the visit.
VNC-38	The solution must track the status and the results of any search completed of a visitor.
VNC-39	The solution must allow CSC to track whether any contraband items were found on the visitor during a search, and to adjust the visitor's profile accordingly.
VNC-40	The solution must allow CSC to develop a record of any actions taken as a result of contraband items found, including any charges, contacting police, or detaining the visitor.
VNC-41	The solution must document the type of visit.
VNC-42	The solution must track the duration of the visit.
VNC-43	The solution must track any issues or concerns that may have arisen from the visit, and associates those with the visitor, the offender and/or both.

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Correspondence and Visits (VNC)	
Requirement ID	Requirement Description
Suspend Visits	
VNC-44	The solution must track changes in the status of visiting privileges, including documenting any reason for the change in status.
VNC-45	The solution could notify the visitor and any associated inmate of changes in visiting status, for example, if visiting privileges have been suspended, within 15 days of any such change.
VNC-46	The solution could notify the inmate of the right to grieve any suspension of visiting privileges.
VNC-47	The solution should remind the Regional Deputy Commissioner to review a complete suspension of visiting privileges on or before the fifth day of such a suspension.
VNC-48	The solution should notify the Commissioner of any complete suspension within 10 days, and reminds the Commission of the need to complete a review within 14 days.
VNC-49	The solution must track the results of any review by the Commissioner.
VNC-50	The solution must remind the Commissioner to complete a subsequent review of any suspension that is upheld after a review within 6 months of the original decision to completely suspect visiting privileges.
Process Inmate Mail	
VNC-51	The solution must allow CSC to indicate whether any piece of mail contained contraband, unauthorized items, or any cheques or money order.
VNC-52	The solution must allow CSC to facilitate the review of all mail, and track the results of screening for non-contact orders, privileged communications or intercept orders.
VNC-53	The solution must permit CSC to associate incoming mail with a specific offender, where an offender has received mail.

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Correspondence and Visits (VNC)	
Requirement ID	Requirement Description
VNC-54	The solution should allow CSC to log any cheques or money orders, create a receipt for the associated amount, send the receipt to the offender, and place the cheque or money order in a lockbox.
VNC-55	The solution could provide information and notification to the visitor review board of any contraband or illegal items, the identification of the intended recipient offender, and the identification of the sender.
VNC-56	The solution could enable CSC to associate any outgoing mail with a specific offender.
VNC-57	The solution could track the date, name and address of any outgoing mail.
VNC-58	The solution must log when any offender outgoing mail is searched and what was found, if anything.
VNC-59	The solution must enable CSC to manage any seized items from mail that are contraband or illegal consistent with search and seizure protocols.

1.12. Security Operations Management

Security Operation Management is the management of all offender-related incidents within CSC institutions and in the community. Incident levels vary from minor, which can be resolved informally, to major incidents involving serious injury, medical emergencies, and criminal charges. Incident Management also includes Use of Force situations where CSC must use force to regain situational control.

Security Operations Management (SOM)	
Requirement ID	Requirement Description
Disciplinary Incidents	
SOM-1	The solution must allow CSC to capture, manage and report on information pertaining to both institutional and community incidents, including but not limited to, persons involved, charges laid, damage to property, injuries, use of force, contraband items seized, victim information and impact, high profile, criminal charges, media contacted, etc.
SOM-2	The solution must provide a configurable incident workflow process to support staff through the various stages of processing an incident (e.g. initiate, review, investigation, decision making, outcome, discipline, etc.).
SOM-3	The solution must alert and/or notify designated staff member(s) when an incident is created in the system.
SOM-4	The solution must notify the relevant staff member(s) when their involvement is required in the incident workflow process.
SOM-5	The solution must allow CSC to capture actions taken against offenders, staff, visitors and community members as a result of both institutional and community incidents.
SOM-6	The solution must allow CSC to complete Incident Reports associated with an incident.
SOM-7	The solution must allow CSC to complete Statement of Observation Reports (SOR) when involved in an incident.
SOM-8	The solution must allow CSC to complete Offence and Notifications of Charge reports.
SOM-9	The solution must allow CSC to classify Offence and Notifications of Charge reports and share reports with offenders in accordance with policy timeframes.
SOM-10	The solution must allow CSC to enter allegations and specific evidence pertaining to institutional offender behaviour and activities that may be in violation of section 40 of the Corrections and Conditional Release Act (CCRA).

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Security Operations Management (SOM)	
Requirement ID	Requirement Description
SOM-11	The solution should allow CSC to review the allegations and specific evidence contained in Offence and Notifications of Charge Reports to determine if charges are warranted and to determine the seriousness of offence(s).
SOM-12	The solution must allow CSC to provide offenders with copies of charge sheets and capture offender acknowledgements of receipt.
SOM-13	The solution must assign unique ID's to each incident and disciplinary report.
SOM-14	The solution must allow CSC to capture charges (criminal and institutional) laid against offenders, staff, visitors and community members as a result of institutional incidents.
SOM-15	The solution must allow CSC to capture criminal charges laid against offenders, staff, visitors and community members as a result of community incidents.
SOM-16	The solution must allow CSC to review institutional charges against offenders and determine if disciplinary court appearances will occur (the offender may decline or CSC may determine that the risk to appear is unmanageable due to violence or presence may jeopardize an investigation or security of the institution).
SOM-17	The solution should schedule and manage offender disciplinary court appearances, evidence to be presented, and witnesses.
SOM-18	The solution must allow CSC to specify the internal court referral type (minor or serious) and date and location details about hearings.
SOM-19	The solution should provide a method to notify the offender a minimum of 3 days before the court date.
SOM-20	The solution should provide a method to capture an offender's waiver of the 3 day wait period before the court date.
SOM-21	The solution should capture information pertaining to institutional court proceedings.

Security Operations Management (SOM)	
Requirement ID	Requirement Description
SOM-22	The solution should capture postponements to institutional court proceedings, including date and time changes.
SOM-23	The solution should allow CSC to capture audio and video recordings of institutional court proceedings and to associate these recordings with offender decisions.
SOM-24	The solution must allow CSC to capture institutional court outcomes and information regarding sanctions imposed on an offender (e.g. dates, loss of privileges, restitution, fine, suspended sentence, etc.).
SOM-25	The solution must allow CSC to share institutional court findings outlining the disposition of charge(s), date and resultant sanctions/administrative actions with offenders regardless of outcome (found guilty / not guilty).
SOM-26	The solution should capture video footage of incidents, offender/staff interviews and other relevant recorded evidence.
SOM-27	The solution must share reports, video footage and relevant documentation with the Security Intelligence Officer (SIO) when serious incidents and/or medical emergencies occur.
SOM-28	The solution must share reports, video footage and relevant documentation with CSC decision makers at institutional, regional and national levels.
SOM-29	The solution must allow CSC to document any contraband or unauthorized items confiscated during incidents.
SOM-30	The solution must allow CSC to capture photos and videos of contraband or unauthorized items confiscated during incidents.
SOM-31	The solution should generate seizure tags for staff to attach to contraband and unauthorized items found and confiscated during incidents.
SOM-32	The solution should generate copies of seizure tags to provide to offenders.

Security Operations Management (SOM)	
Requirement ID	Requirement Description
SOM-33	The solution must capture evidence seized during incidents to be used in offender decision making.
SOM-34	The solution should enable staff to indicate if an incident merits a security review, and/or a transfer of the offender to an SIU or higher security level.
SOM-35	The solution could allow CSC to enter incidents where informal resolutions were reached in lieu of institutional charges.
SOM-36	The solution must maintain a record of all incidents (involving charges or informal resolutions) for each offender.
SOM-37	The solution must maintain historical records of all institutional and community incidents and disciplinary reports.
Response to Medical Emergency	
SOM-38	The solution must allow CSC to identify an incident as a medical emergency and specify the type of emergency.
SOM-39	The solution must capture detailed information about medical emergencies, including but not limited to: CPR performed, first aid required, security staff required, ambulance and/or medical staff required, need for wheelchair or stretcher, etc.
SOM-40	The solution must inform Health Services, the Institutional Head and managers/staff of medical emergencies, as required.
SOM-41	The solution should create Escorted Temporary Absence (ETA) requests when victims require transportation to outside hospitals.
SOM-42	The solution must allow CSC to complete the Response to Medical Emergency Staff Checklist.

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Security Operations Management (SOM)	
Requirement ID	Requirement Description
SOM-43	The solution must allow CSC to complete Post-Rescue Medical Reports in situations where an Automated External Defibrillator (AED) was used.
SOM-44	The solution could allow CSC to flag that an Automated External Defibrillator requires reassessment and replacement. Include serial number or CSC identifier number.
SOM-45	The solution must inform Victim Services, Duty Officer, police, Health Services, of the medical emergency, as required.
SOM-46	The solution must allow CSC staff to notify facilities and/or an agency to clean up any biohazard material.
Use of Force	
SOM-47	The solution must allow CSC to capture, manage and report on the Use of Force (UoF) by staff members against offenders in self-defence, the defence of others, protection of property and for rule and regulatory purposes.
SOM-48	The solution must allow CSC to capture, manage and report on information pertaining to Use of Force (UoF) incidents, including but not limited to, planned/spontaneous UoF, negotiators required, health care involved, mental health information, and other information as directed by policy.
SOM-49	The solution should identify incidents where UoF occurred and notifies the appropriate staff to ensure UoF incidents are reported and reviewed.
SOM-50	The solution must allow CSC to prepare and authorize intervention plans for use in situations when force may be required.
SOM-51	The solution must allow CSC to authorize SMEAC (Situation, Mission, Execution, Authorization, Communications) action plans.
SOM-52	The solution must allow CSC to complete mental health, physical health and Health Care consultation checklists prior to proceeding with planned UoF situations.

Security Operations Management (SOM)	
Requirement ID	Requirement Description
SOM-53	The solution must capture statements from offenders regarding UoF incidents.
SOM-54	The solution must capture video recordings of UoF incidents, offers of medical assessments to offenders, and medical assessments completed on offenders.
SOM-55	The solution should ensure all UoF interventions are reported and reviewed according to policy.
SOM-56	The solution should ensure procedures related to UoF are limited to only what is necessary and proportionate.
SOM-57	The solution must identify Use of Force incidents that will be subject to further review and specifies timelines for review.
SOM-58	The solution should provide direction, if necessary, and ensures corrective action is taken to address deficiencies.
SOM-59	The solution must capture weapons usage information during Use of Force incidents, such as chemical and inflammatory agents, firearms, restraints, etc.
Use of Force Review	
SOM-60	The solution must provide a configurable Use of Force review workflow process to support reviewers at each level in completing their reviews.
SOM-61	The solution must group use of force information, such as incident reports, chemical and inflammatory agent deployment information, video recordings, health exams, staff injuries and other relevant information and shares this information with decision makers at various levels for review.
SOM-62	The solution must capture the results of institutional, health, security and regional level reviews of Use of Force incidents.

Security Operations Management (SOM)	
Requirement ID	Requirement Description
SOM-63	The solution must notify designated individuals or departments that the results of the reviews for Use of Force incidents are available.
SIU Review and Transfer	
SOM-64	The solution must allow CSC to capture information pertaining to the authorization and initial admission of an offender into SIUs.
SOM-65	The solution must allow CSC to capture information pertaining to admissions, transfers, monitoring, visits, releases and other common activities for an offender in SIUs in real-time.
SOM-66	The solution should capture factors, alternatives and other information required to determine if offender placement in Structured Intervention Units (SIUs) is warranted.
SOM-67	The solution must allow CSC to complete suicide risk checklists to determine if referral to mental health care is required prior to placing an offender in SIUs.
SOM-68	The solution must allow CSC to complete procedural safeguard checks prior to placing an offender in SIUs.
SOM-69	The solution must allow CSC to capture information pertaining to offender transfers to/from SIUs.
SOM-70	The solution should allow for non-SIU institutions to process Restricted Movement protocols immediately following the completion of an SIU transfer while awaiting physical transfer to an SIU institution.
SOM-71	The solution should allow CSC to modify offender correctional plan timelines and interventions upon their admittance to an SIU.
SOM-72	The solution must allow CSC to conduct institutional and regional reviews periodically to determine the need for continued placement of an offender in SIUs.

Security Operations Management (SOM)	
Requirement ID	Requirement Description
SOM-73	The solution must share completed SIU assessments, suicide risk checklists, reviews, and the rationale for placement in SIUs with offenders.
SOM-74	The solution should allow CSC to capture recommendations pertaining to the continued placement, or release, of an offender in/from SIUs.
SOM-75	The solution must provide CSC with the ability to set and manage access restrictions to offenders in SIUs.
SOM-76	The solution must maintain a history of offender SIU placements.
Daily SIU Monitoring	
SOM-77	The solution must allow CSC to schedule and track daily visits by members of the offender's case management team, Warden and any other person associated with the offender's case.
SOM-78	The solution must facilitate and tracks daily healthcare visits for an offender in SIUs.
SOM-79	The solution must capture information pertaining to daily time spent by offenders outside their cell and time spent meaningfully interacting with others.
Process and Escape / UAL	
SOM-80	The solution must allow CSC to capture and manage information on Escapes and UAL (Unauthorized Leave) for each offender, as required.
SOM-81	The solution must share information with Health Services, Victim Services, the National Monitoring Centre and police, as required.
SOM-82	The solution must allow authorized CSC staff to create, issue and modify warrants.
SOM-83	The solution captures and maintains all warrant information, including e-signature(s).

Security Operations Management (SOM)	
Requirement ID	Requirement Description
SOM-84	The solution must allow authorized CSC staff to modify offender status to Escaped or UAL, as required.
SOM-85	The solution must maintain a history of offender Escaped/UAL status, including start /end dates for the status.
SOM-86	The solution must track time-at-large.
SOM-87	The solution must alert if the offender reaches 100 years of age while at large.
SOM-88	The solution must allow CSC staff to modify the offender status to Deceased if the offender has reached the age of 100 years old and is still at large.
SOM-89	The solution must track and maintain all information related to the capture of an offender.
SOM-90	The solution must be capable of transferring digital documents to external departments or agencies.
SOM-91	The solution must track and maintain all information related to a warrant.

1.13. Search and Seizure

Search and seizure is concerned with the tracking, managing and reporting on activities related to the searching of offenders, visitors, staff and other areas of the institution to prevent the introduction, possession and exchange of contraband and unauthorized items, and to ensure the security of staff, the public and offenders.

Search and Seizure (SS)	
Requirement ID	Requirement Description
Search Inmate (and Area)	
SS-1	The solution must capture reasonable grounds (suspicions, beliefs) from CSC staff to perform searches.
SS-2	The solution must capture authorization from decision makers to perform searches based on reasonable grounds.
SS-3	The solution must identify searches as either routine or non-routine.
SS-4	The solution must allow CSC to complete Search Authorization forms when requesting authorization to perform searches to detect the presence of contraband or evidence on a person, in an area, in exceptional circumstances or in emergencies.
SS-5	The solution must capture and manages detailed information pertaining to searches of inmates, including but not limited to: grounds for suspicion/belief, type of search (frisk, strip, detector dog, x-ray, ION scan, body cavity), date performed, inmate information (name, FPS #, etc.), items found, persons involved, etc.
SS-6	The solution must capture and manage detailed information pertaining to searches of areas (cells, rooms, institutions/facilities, etc.), including but not limited to: description of area, cell number, inmate information, date performed, items found, persons involved, etc.
SS-7	The solution must allow CSC to complete and manage institutional search plans, which include robust data i.e. type, method/means, location, frequency, responsibilities and documentation.
SS-8	The solution must capture the details of routine search plans conducted as part of institutional search plans.
SS-9	The solution should document that searches were completed within the timeframes outlined in the search plans (e.g. cells must be searched at least once every 30 days) and identifies discrepancies or non-compliance and the reasons why.

Search and Seizure (SS)	
Requirement ID	Requirement Description
SS-10	The solution must document any contraband and unauthorized items found during searches.
SS-11	The solution must identify searches where Use of Force was required.
SS-12	The solution should allow CSC to capture verbal authorization from decision makers in circumstances when a delay would cause a loss of evidence.
SS-13	The solution must capture information regarding issues encountered when using non-intrusive search tools, like the ION scanner or the detector dog program to perform searches (i.e. uncooperative visitor, inmate).
SS-14	The solution must capture and manage search authorization requests to conduct non-routine searches on people (inmates, staff members, visitors, contractors, etc.) or in areas (cells, rooms, etc.) based on reasonable grounds or reliable security intelligence information.
SS-15	The solution should allow CSC to review and authorize search requests.
SS-16	The solution should allow CSC to complete and maintain a history of routine and non-routine searches (Search Logs) and the details of each search, including but not limited to: date, time, location(s) searched, object(s) found, reason(s) for search, person(s) involved, and other details.
SS-17	The solution must provide a method to inform inmates of their rights to refuse x-ray or body cavity searches.
SS-18	The solution must capture consent or refusal from inmates prior to performing x-ray or body cavity searches.
SS-19	The solution must capture consent or refusal from physicians / medical practitioners prior to performing x-ray or body cavity searches on inmates.
SS-20	The solution should capture photos and video recordings of searches.

Search and Seizure (SS)	
Requirement ID	Requirement Description
SS-21	The solution must provide a method to inform inmates of their right to retain counsel during dry cell searches.
SS-22	The solution must capture information pertaining to the placement of inmates in dry cells, including search authorization and reasons for placement.
SS-23	The solution must allow CSC to complete daily reviews from health care and institutional heads to determine if continued inmate placement in the dry cell is warranted.
SS-24	The solution must capture staff observations about inmates in dry cells and any contraband or other objects found.
SS-25	The solution must capture information pertaining to searches of dry cells prior to the admission of inmates and after their removal.
SS-26	The proposed solution must enable CSC to capture and manage information pertaining to the continued placement, or release, of inmates in/from dry cells.
SS-27	The proposed solution must enable CSC to maintain a history of, and to report on, the placement of inmates in dry cells.
SS-28	The solution must allow CSC to complete Charge Sheets (capture charges) against inmates as a result of searches.
SS-29	The solution must allow CSC to complete Statement of Observation (SOR) reports used to report incidents and/or observations of security-related information.
SS-30	The solution must allow CSC to complete Post Search Reports containing the details of non-routine searches or searches (e.g. frisk, strip) when contraband or unauthorized items are seized.
SS-31	The solution should allow CSC to review Post Search Reports for accuracy and completeness before approval.

Search and Seizure (SS)	
Requirement ID	Requirement Description
Manage Seized Items	
SS-32	The solution must identify items seized during searches as contraband or unauthorized and captures item details, such as materials used to make weapons, drug testing information, etc.
SS-33	The solution must notify the Security Intelligence Officer (SIO) when contraband, unauthorized items or other evidence is found during searches.
SS-34	The solution must generate seizure tags for each item seized and placed in storage, and provides copies of seized tags to inmates.
SS-35	The solution must provide unique seizure tag ID's for each item seized.
SS-36	The solution should associate seizure tags with charge sheets, if required.
SS-37	The solution must allow CSC to capture and maintain a record of evidence (Evidence Logs) found during searches.
SS-38	The solution must generate chain of custody evidence labels for seized items.
SS-39	The solution allows CSC to document when seized items are physically provided to the Security Intelligence Officer (SIO).
SS-40	The solution creates and maintains records of evidence stored in storage lockers.
SS-41	The solution must capture information (names, dates, new location, etc.) when items are added to or removed from the evidence storage lockers.
SS-42	The solution should capture photos and video recordings of seized items.
SS-43	The solution should capture information pertaining to the removal and disposal of unneeded items.

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Search and Seizure (SS)	
Requirement ID	Requirement Description
SS-44	The solution should capture information pertaining to the transfer of confiscated items / evidence to police when criminal charges are laid or when used for institutional court by the Independent Chairperson (ICP).
Search of Indigenous Sacred Items	
SS-45	The solution must capture the results of inspections / searches performed on Indigenous sacred items by Elders, Indigenous Liaison Officers and CSC staff.
SS-46	The solution must identify Elders and Indigenous Liaison Officers involved during inspections / searches of Indigenous sacred items.
Search Visitor	
SS-47	The solution captures and manages information pertaining to searches of vehicles, visitors, staff, contractors and other individuals entering or working in the institution, including but not limited to: grounds for suspicion, type of search (frisk, strip, detector dog, x-ray, ION scan, body cavity), date performed, personal information (name, ID, date of birth, etc.), items found, persons involved, etc.
SS-48	The solution must provide a method to inform visitors of their rights to refuse non-routine searches.
SS-49	The solution must capture the consent or refusal from visitors to performing searches.
SS-50	The solution must allow CSC to complete Threat and Risk Assessments (TRAs) in circumstances when staff have reasonable grounds to believe a visitor/staff member is carrying contraband.
SS-51	The solution must capture the decisions reached as a result of TRAs (i.e. authorize open visit, authorize closed visit, deny visit, request strip search, request frisk search, etc.).

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Search and Seizure (SS)	
Requirement ID	Requirement Description
SS-52	The solution should provide a method to inform visitors of suspension of their visitation rights to an inmate.
SS-53	The solution must provide a method to inform the Visitor Review Board of visitor suspensions and other changes to a visitor's status.
SS-54	The solution must share information and documentation with the Visitor Review Board in order to perform visitor reviews and for decision-making purposes.
SS-55	The solution should allow CSC to document detailed information regarding the detainment of visitors based on suspicion or evidence they have committed a criminal offence.
SS-56	The solution must provide a method to inform visitors of their rights prior to being detained.
SS-57	The solution must capture when police involvement is required.
SS-58	The solution must capture information pertaining to contraband, seized items and other evidence provided to police via chain of custody.
SS-59	The solution must capture notes and comments from staff in regard to a visitor search.
SS-60	The solution must share visitor risk-related information with the Security Intelligence Office (SIO).
Urinalysis Testing	
SS-61	The solution must capture and manage orders to collect urine samples from inmates based on security information (reasonable grounds), as part of the National Random Urinalysis Program, or at pre-set intervals to monitor an abstinence condition in the community.

Search and Seizure (SS)	
Requirement ID	Requirement Description
SS-62	The solution must capture urinalysis testing authorization requests.
SS-63	The solution should provide automatic task management functionality to assign and manage staff to the administration of supervised urinalysis testing.
SS-64	The solution must maintain a list of offenders for scheduled and unscheduled urinalysis testing.
SS-65	The solution must allow CSC to manually schedule offenders for urinalysis testing.
SS-66	The solution must receive randomized offender lists from National Headquarters (NHQ) for each facility/institution for periodic urinalysis testing.
SS-67	The solution must automatically schedule offenders for urinalysis testing based on configurable business rules.
SS-68	The solution must allow CSC to set and adjust urinalysis testing intervals for offenders based on business rules.
SS-69	The solution must maintain a urinalysis test record, including test dates and results, for each offender.
SS-70	The solution must allow CSC to upload and attach urinalysis test results received in hard copy format to an offender's urinalysis test record.
SS-71	The solution must capture information pertaining to the results of urinalysis testing for each offender.
SS-72	The solution must uniquely identify each urine sample received from laboratory testing facilities.
SS-73	The solution must associate each unique urine sample with a specific urinalysis test and a specific offender.

Search and Seizure (SS)	
Requirement ID	Requirement Description
SS-74	The solution must record the status of each urinalysis test (e.g. Complete, Sent for Testing, Received, etc.).
SS-75	The solution must update urinalysis test records based on the results received from laboratory testing facilities.
SS-76	The solution should allow the mass data entry/batch processing of offender urinalysis tests.
SS-77	The solution should allow CSC to search urinalysis test records and generate reports based on specific configurable criteria (e.g. offender name, FPS number, substances found in sample, test date, test results, date range, institution, etc.).
SS-78	The solution must capture disciplinary actions taken against offenders who fail urinalysis testing.
SS-79	The solution must capture charges laid against offenders who refuse to undergo urinalysis testing.
SS-80	The solution should document offender requests to re-test urine samples.
SS-81	The solution should charge offenders for the cost of a urinalysis re-test if they contest the results of the original sample.

1.14. Victims Services

CSC oversees the engagement of victims throughout the management of an offender. Through Victim Services Management, CSC ensures that victims' rights are upheld and that victims are provided timely and effective access to important information pursuant to legislation.

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Victims Services (VIC)	
Requirement ID	Requirement Description
Victim Registration Applications	
VIC-1	The solution must provide a method for an applicant to apply to be officially registered as a victim of one or more offenders under CSC's and the Parole Board of Canada's (PBC) jurisdiction.
VIC-2	The solution must capture personal details about the applicant when applying, including but not limited to: name, contact information (phone number, email), address information, date of birth, etc.
VIC-3	The solution must capture offender and offence related information provided by the applicant when applying, including but not limited to: offender name, offence(s), offence dates, etc.
VIC-4	The solution must capture representative related information provided by the applicant when applying, including but not limited to: representative name, address information, contact information (phone number, email), etc.
VIC-5	The solution must allow CSC and PBC to receive, review and process victim registration applications.
VIC-6	The solution must assign victim registration requests to the appropriate region for processing according to business rules.
VIC-7	The solution must notify designated staff when a victim registration request is received.
VIC-8	The solution must allow CSC and PBC staff to review offender files/records while processing victim registration applications to determine the validity of the offender, offence and/or conviction information provided by the applicant.
VIC-9	The solution should allow timeframes and deadlines to be configured based on policy.

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Victims Services (VIC)	
Requirement ID	Requirement Description
VIC-10	The solution should allow reminders and alerts to be configured based on policy timeframes and deadlines.
VIC-11	The solution should allow for the modification of timeframes/deadlines, in accordance with policy, and captures the rationale/reason(s).
VIC-12	The solution should allow CSC and PBC to identify if a deadline cannot be met and the reason(s) why.
VIC-13	The solution should facilitate decision making (approved/denied) by both CSC and PBC regarding victim registration applications.
VIC-14	The solution must capture the unique decisions (approved/denied) reached by CSC and PBC after reviewing victim registration applications.
VIC-15	The solution must capture the reasons/rationale for the decision, the person(s) involved throughout the decision making process, the decision date and other pertinent information surrounding the decision.
VIC-16	The solution should allow CSC and PBC to enter and modify the status of a victim registration application.
VIC-17	The solution must provide a method to notify the applicant when their application has been received and of any application status updates.
VIC-18	The solution must allow CSC and PBC to draft, finalize and send correspondence to applicants regarding their victim registration applications.
VIC-19	The solution must provide a method to notify the applicant after CSC and PBC have each rendered their decision regarding the victim registration application.
VIC-20	The solution must inform the applicant of the approval or denial of their application and the reason(s) for the decision.

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Victims Services (VIC)	
Requirement ID	Requirement Description
VIC-21	The solution must create and maintain a victim contact record for each applicant.
VIC-22	The solution must associate each registered victim with the offender(s) they have registered against.
VIC-23	The solution must identify whether a victim is recognized as a registered victim of CSC, PBC or both agencies.
VIC-24	The solution must associate each registered victim with their representative, if they have appointed one.
VIC-25	The solution should prevent the creation of duplicate victim contact records.
VIC-26	The solution must allow staff to update victim contact records when new information is received.
VIC-27	The solution should allow CSC and PBC to document the details of each interaction (by mail, email, phone, etc.) with registered victims.
VIC-28	The solution must assign Victim Service Officers (VSOs) (for CSC) and Regional Communications Officers (RCOs) (for PBC) to registered victims in accordance with business rules.
VIC-29	The solution must notify the appropriate VSO and/or RCO when a new victim registers against their assigned offender.
VIC-30	The solution must provide a robust search functionality to search for registrations, requests, contact records (victims, representatives, agencies, etc.) and other entities, using configurable search criteria (e.g. names, dates, location, offender FPS number, etc.).
VIC-31	The solution must generate Victim Services reports based on specific configurable criteria (e.g. victim name, offender name, offender FPS number, date range, location, etc.).

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Victims Services (VIC)	
Requirement ID	Requirement Description
VIC-32	The solution must maintain a history of victim registration applications.
Victim Representative Requests	
VIC-33	The solution must provide a method for applicants to apply to be recognized as victim representatives.
VIC-34	The solution must capture personal details about the applicant when applying to be a victim representative, including but not limited to: name, contact information (phone number, email), address information, victim information, etc.
VIC-35	The solution must capture agency information from agency representatives when applying to be a victim representative, including but not limited to: agency name, address, phone number, etc.
VIC-36	The solution must notify designated staff when a victim representative request has been received.
VIC-37	The solution must allow CSC and PBC staff to review representative applications.
VIC-38	The solution must allow CSC and PBC staff to make decisions to accept or reject representative requests.
VIC-39	The solution could capture the decisions reached (accept/reject) after reviewing victim representative requests.
VIC-40	The solution must create and maintain a contact record for each victim representative.
VIC-41	The solution should prevent the creation of duplicate representative contact records.
VIC-42	The solution must enable CSC and PBC staff to update representative contact records.
VIC-43	The solution must associate each representative with the victim(s) they represent.

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Victims Services (VIC)	
Requirement ID	Requirement Description
VIC-44	The solution must identify individual representatives and agency representatives distinctly.
VIC-45	The solution must allow victims to change their appointed representative.
VIC-46	The solution must facilitate contact with potential representatives to verify their information and determine their willingness to represent the victim.
VIC-47	The solution must capture requests from representatives to cease receiving information on a victim's behalf.
VIC-48	The solution should allow CSC and PBC staff to document the details of each interaction (by mail, email, phone, etc.) with representatives.
VIC-49	The solution must allow CSC and PBC staff to draft, finalize and send correspondence to representatives.
Victim Eligibility	
VIC-50	The solution must provide a method for CSC and PBC to determine an applicant's eligibility to be recognized as a victim, in accordance with each agency's eligibility criteria.
VIC-51	The solution must communicate with CSC's RADAR system to determine if an offender file exists under a name or alias other than the one provided by the applicant on the victim registration request.
VIC-52	The solution must allow staff to review offender files (e.g. court documents, police information, etc.) to determine the offender's status (serving current sentence, deported, reached Warrant Expiry Date (WED), etc.), verify charges and convictions, and confirm the applicant's connection to the offender and the offences.
Parole Board of Canada (PBC) Related Requests from Victims	

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Victims Services (VIC)	
Requirement ID	Requirement Description
VIC-53	The solution should capture and manage audio recordings of Parole Board hearings.
VIC-54	The solution must provide a method to capture and manage requests, and all relevant information, from registered victims (or their representatives) to listen to audio recordings of PBC hearings.
VIC-55	The solution should associate the audio recording of a hearing with the offender and the decision rendered and captures all relevant information about the hearing, such as the offender details, hearing location, time, hearing date, etc.
VIC-56	The solution could provide a method for approved victims who are registered with PBC to listen to audio recordings of offender hearings.
VIC-57	The solution must provide a method to capture and manage requests, with all relevant information, from registered victims (or their representatives) to observe PBC hearings.
VIC-58	The solution must provide a method to capture and manage requests, with all relevant information, from registered victims (or their representatives) for copies of previous PBC decisions from the Registry of Decisions.
VIC-59	The solution must provide a method to capture and manage requests, with all relevant information, from registered victims (or their representatives) to submit victim statements to be presented at PBC hearings.
VIC-60	The solution must inform the Parole Board of Canada (PBC) of requests received from victims which fall under PBC's authority/responsibility and shares these requests with the PBC.
Victim Notifications (of Offender Events)	
VIC-61	The solution must notify CSC and PBC staff when specific events occur for offenders who have one or more registered victims.

Victims Services (VIC)	
Requirement ID	Requirement Description
VIC-62	The solution must allow CSC and PBC to review the details of offender-related events that may require information to be shared with victims or their representatives.
VIC-63	The solution must allow CSC and PBC to share specific information with registered victims of offenders (or their representatives), in accordance with policy and the victim's preferences specifying the information they want to receive.
VIC-64	The solution must prioritize the disclosure of information to victims in accordance with policy timeframes.
VIC-65	The solution must allow CSC and PBC staff to draft, finalize and share hard copy or electronic correspondence with victims or their representatives containing information about the offender(s) who harmed them.
VIC-66	The solution must allow CSC and PBC staff to redact or omit specific information prior to sharing the correspondence with registered victims or victim representatives.
VIC-67	The solution should provide version control for all documents/correspondence and captures attributes, such as: description, type, last edited by, last edited date, status, etc.
VIC-68	The solution must maintain a history of all correspondence and documentation disclosed to victims and their representatives.
VIC-69	The solution could allow CSC to complete the Privacy / Public Safety Test to determine if a victim's need to know specific information outweighs the offender's rights to privacy.
Victim Inquiries	
VIC-70	The solution should capture inquiries and requests for information received from victims or their representatives.

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Victims Services (VIC)	
Requirement ID	Requirement Description
VIC-71	The solution must provide a method to capture court orders, and all relevant information, submitted to CSC and PBC by a registered victim or their representative.
VIC-72	The solution must allow CSC and PBC to create outgoing correspondence and respond to inquiries received by victims and representatives.
Victim Notification Preferences	
VIC-73	The solution must enable victims to specify the type(s) of information they want to receive about each offender they have registered against.
VIC-74	The solution must enable victims to specify how they want to receive information about each offender they have registered against.
VIC-75	The solution must enable victims to receive offender information themselves or appoint a representative to receive the information on their behalf.
VIC-76	The solution must allow victims to suspend and re-activate their offender notifications.
VIC-77	The solution should capture and maintain a list of sensitive dates for a victim and notifies staff of the need to be sensitive should they need to contact the victim around that timeframe.
VIC-78	The solution should suspend offender notifications in the event of the offender's death or upon sentence expiration.
VIC-79	The solution must re-activate offender notifications upon the offender's return to CSC custody on a subsequent federal sentence.
Contact Victim or Representative	
VIC-80	The solution must document each time CSC or PBC staff attempt to contact a victim or their representative.

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Victims Services (VIC)	
Requirement ID	Requirement Description
VIC-81	The solution must capture the details of contact/ correspondence shared with the victim or their representative.
Victim Statements	
VIC-82	The solution must provide a method for registered victims and non-registered persons to submit victim statements to CSC and PBC.
VIC-83	The solution must allow CSC and PBC staff to confirm reception of victim statements.
VIC-84	The solution must capture victim statements with all relevant data.
VIC-85	The solution must allow CSC and PBC staff to review victim statements.
VIC-86	The solution must allow CSC and PBC staff to redact victim statements to remove personal identifiers and other sensitive information.
VIC-87	The solution should provide a method to share victim statements with PBC and with offenders.
VIC-88	The solution should capture the details of sharing victim statements with the PBC and with offenders.
VIC-89	The solution must maintain copies of the original and redacted versions of victim statements.
VIC-90	The solution must share victim statements with the Police and Court Information Management Module (PCIMM).
VIC-91	The solution must notify Parole Officers and members of the offender's Case Management Team (CMT) when a victim statement is received from any of the offender's registered victims.
VIC-92	The solution could provide a method to play victim statements recorded in audio and video formats at offender hearings.

Victims Services (VIC)	
Requirement ID	Requirement Description
VIC-93	The solution must maintain a history of all victim statements received.

1.15. Grievance Management

Offender Grievance Management provides a process for fairly and expeditiously resolving offenders' grievances on matters within the jurisdiction of the Commissioner, and in accordance with the regulations made under paragraph 96(u). Grievance management also includes CSC's Human Rights Unit, which deals with human rights complaints received from the Canadian Human Rights Commission (CHRC).

Grievance Management (GM)	
Requirement ID	Requirement Description
Grievances	
GM-1	The solution must create a method to capture a grievance with all relevant data.
GM-2	The solution must provide a method for offenders to complete and submit a grievance
GM-3	The solution must notify designated CSC staff that a grievance has been filed.
GM-4	The solution must provide a method to review a grievance.
GM-5	The solution must allow for an active grievance to be resolved during the review/interview stage - requires offender's signature.
GM-6	The solution must provide a rating system for level of grievance, based on business rules.

Grievance Management (GM)	
Requirement ID	Requirement Description
GM-7	The solution must allow the CSC user to enter and modify the level of grievance.
GM-8	The solution must allow the CSC user to enter and modify the status of a grievance.
GM-9	The solution must allow the CSC user to flag Use of Force, as required.
GM-10	The solution must enable the CSC user to resubmit the grievance at a lower level of importance.
GM-11	The solution must capture and manage the grievance.
GM-12	The solution must create the time deadline for responding to a grievance.
GM-13	The solution should allow the CSC user to forward grievances to another CSC site.
GM-14	The solution must capture and maintain all documentation linked to a grievance in digital format.
GM-15	The solution must allow the CSC user to forward the grievance to the designated CSC staff or department.
GM-16	The solution should notify the designated CSC user that the time deadline is approaching.
GM-17	The solution should capture the modification of a time deadline with a mandatory rationale field.
GM-18	The solution should provide a method to notify the offender if the time deadline will not be met.
GM-19	The solution must provide a method to capture interview information provided by the offender, any other persons involved, and witnesses.
GM-20	The solution must capture and maintain decisions and responses to a grievance.

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Grievance Management (GM)	
Requirement ID	Requirement Description
GM-21	The solution must be able to deliver a copy of the grievance response to the offender.
GM-22	The solution must capture an acknowledgement by the offender that they have received delivery of a grievance response.
GM-23	The solution must permit the offender to access the original grievance and to flag it for escalation.
GM-24	The solution must permit the offender to access the original grievance and to flag it to be referred to an outside review board.
GM-25	The solution must notify a designated CSC user that a grievance has been re-opened/flagged for escalation.
GM-26	The solution must allow a designated CSC user to re-submit a grievance to the next (higher) level.
GM-27	The solution must notify a designated CSC user that a grievance has been re-submitted.
GM-28	The solution must enable a CSC user to send grievance documentation to an outside review board.
GM-29	The solution must capture the outside review board response/recommendation.
GM-30	The solution must provide a method to record a summary of the outside review board analysis and recommendation.
GM-31	The solution must be able to inform the offender of the recommendation provided by the outside review board.
GM-32	The solution must enable the CSC user to issue a response based on the outside review board's recommendations.

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Grievance Management (GM)	
Requirement ID	Requirement Description
GM-33	The solution must capture the offender's approval/consent to disclose personal information.
GM-34	The solution must be able to capture and manage requests from offenders to have their grievances reviewed by additional provisions prior to rendering a decision.
GM-35	The solution must capture and manage the recommendations regarding offender grievances.
GM-36	The solution must allow the designated CSC staff to approve recommendations.
GM-37	The solution must be able to generate and share correspondence with offenders regarding their submitted grievance(s).
GM-38	The solution must provide a method for the designated CSC staff to create and capture a final decision for a grievance.
GM-39	The solution must capture and manage information pertaining to grievance decisions rendered and corrective actions taken.
GM-40	The solution must enable CSC to assess and designate offenders as “multiple grievers”.
GM-41	The solution must maintain a history of grievances.
Human Rights Unit	
GM-42	The solution must provide a method to capture a human rights complaint, and all relevant data, received from the Canadian Human Rights Commission (CHRC).
GM-43	The solution must provide a method to capture a section 40/41 Report or Notice of Intent, a Notification of Complaint - Mediation or a Notice of Complaint - Request for Defence from the CHRC.

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Grievance Management (GM)	
Requirement ID	Requirement Description
GM-44	The solution must provide a method to capture and manage all correspondence, documentation and information received from the CHRC.
GM-45	The solution should notify designated CSC staff that a complaint has been received.
GM-46	The solution should allow a complaint to be assigned to one or more designated staff members.
GM-47	The solution must facilitate the review and analysis of a complaint by CSC staff.
GM-48	The solution must allow staff to prepare and save a response, containing CSC's position and/or argument, including any objections, to the complaint and allegations.
GM-49	The solution must provide a method to share responses, questions, witness information and all supporting documentation and correspondence with the CHRC.
GM-50	The solution must provide a method to capture the complainant's (offender's) response to the section 40/41 Report or Notice of Intent from the CHRC.
GM-51	The solution should provide task management functionality with notifications and reminders to ensure staff respond to CHRC within the prescribed timeframes.
GM-52	The solution must capture the preliminary decision, and all decision related information, reached by the CHRC to close the complaint or to refer the complaint to a subsequent stage.
GM-53	The solution should allow the stage of a complaint to be identified and tracked.
GM-54	The solution must allow for an active complaint to be identified as "in mediation" at any stage of the complaint process.
GM-55	The solution should allow for a complaint's status to be set and modified.
GM-56	The solution must provide a method to search for and associate one or more grievances to a human rights complaint.

Grievance Management (GM)	
Requirement ID	Requirement Description
GM-57	The solution must provide a method to capture the CHRC's decision to approve a settlement agreed to by the complainant and the respondent; dismiss the complaint; refer to conciliation; or refer to Canadian Human Rights Tribunal.
GM-58	The solution must capture and manage information pertaining to decisions rendered and corrective actions taken.
GM-59	The solution must capture approval/consent from witnesses to disclose personal information.
GM-60	The solution must capture the details of mediation sessions between the complainant and CSC.
GM-61	The solution must maintain a history of human rights complaints and associated grievances.

1.16. Offender Community Supervision

Community parole officers spend significant amounts of time meeting with offenders in the community. This is especially impactful for high risk offenders as they require contact on a more frequent basis. Streamlining workloads, and ensuring meetings occur on a timely basis or even remotely can reduce travel time and could foreseeably aid community parole officers in balancing their workloads, leading to improved efficiency and effectiveness.

Offender Community Supervision (CS)	
Requirement ID	Requirement Description
Conduct and Manage Initial Release Interview	

Offender Community Supervision (CS)	
Requirement ID	Requirement Description
CS-1	The solution must enable CSC to capture and manage information discussed and reviewed with offenders during an initial interview upon arrival at their release destinations.
Enable Frequency of Contact	
CS-2	The solution must enable CSC to access offender information remotely and capture and manage information gathered in a remote setting, for example, using software compatible with a smartphone and/or tablet.
CS-3	The solution must enable CSC to monitor, report, and share information regarding frequency of contact.
CS-4	The solution must enable CSC to create and manage reminders to monitor compliance with frequency of contact dependant on level of intervention.
Conduct Safety Assessment and Monitor Staff Safety	
CS-5	The solution must enable CSC to review staff safety assessments prior to initiating contact with offenders in the community.
CS-6	The solution must enable CSC to capture and manage information regarding the potential risk an offender may pose during a supervision meeting.
CS-7	The solution must enable CSC to track start and end time of staff attendance at supervision locations to ensure their safety and to provide alerts if staff do not register meeting end time.
CS-8	The solution must enable CSC to capture and manage community safety assessments used by staff to identify potential risks when meeting or supervising offenders in the community.
Enable Tandem Supervision	

Offender Community Supervision (CS)	
Requirement ID	Requirement Description
CS-9	The solution must enable CSC to capture and manage information pertaining to the assignment of multiple parole officers to offenders who have been identified as requiring tandem parole officer supervision.
CS-10	The solution must enable CSC to capture and manage information pertaining to the tracking, supervising and monitoring of offenders in the community who have been identified as requiring tandem parole officer supervision.
Manage Supervision/ Release Certificates	
CS-11	The solution must enable CSC to create and manage supervision certificates and related information (e.g. conditions, supervision status, supervising office, police reporting agency, etc.) required in preparation for the release of offenders into the community.
CS-12	The solution must enable CSC to print supervision certificates to be provided to and signed by offenders upon release to the community.
CS-13	The solution must enable CSC to share supervision certificates signed by offenders with internal and external partners.
CS-14	The solution must enable CSC to notify applicable police agencies of offender releases into their communities prior to release.
CS-15	The solution must enable CSC to associate offender extradition/deportation orders with supervision certificates.
Support Electronic Monitoring	
CS-16	The solution must enable CSC to capture and manage referral information required to refer offenders for electronic monitoring (EM).

Offender Community Supervision (CS)	
Requirement ID	Requirement Description
CS-17	The solution must enable CSC to capture and manage information about electronic monitoring hardware devices (e.g. ankle bracelets, radio frequency (RF) receiver units, etc.) and the assignment of these devices to offenders.
CS-18	The solution must enable CSC to track, capture and manage offender location information provided based on global positioning system (GPS), cellular technology and radio frequency (RF) data to ensure an offender is adhering to the geographic release conditions imposed on their release.
CS-19	The solution must enable CSC to set and manage geographic zones used to track offender location and movement.
Capture and Manage Offender Community Information	
CS-20	The solution must enable CSC to capture and manage information pertaining to offenders on release in the community, including but not limited to, offender address, community employment details, vehicle information, offender physical characteristics, sentence information, supervision information, etc.
CS-21	The solution must enable CSC to print and share offender community-related information with internal and external partners.
Manage Community Accommodations	
CS-22	The solution must enable CSC to capture and manage information pertaining to the accommodations of offenders on conditional release (UTA, work release, day or full parole), statutory release and long-term supervision orders (LTSOs).
CS-23	The solution must enable CSC to monitor and share information regarding residency requirements including but not limited to housing, bed assignment, and curfew with community accommodation providers.
Manage Suspensions	

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Offender Community Supervision (CS)	
Requirement ID	Requirement Description
CS-24	The solution must enable CSC to capture and manage information pertaining to the suspension of offenders because, but not limited to, a breach of release conditions, to prevent a breach, or for the protection of society and the offender's risk is determined to be unmanageable in the community; or the offender receives a new sentence (automatic suspension).
CS-25	The solution must enable CSC to capture and manage information gathered during post-suspension interviews with offenders.
CS-26	The solution must enable CSC to capture and manage information pertaining to the cancellation of suspensions based on new information received, new release plans or conditions or loss of jurisdiction.
Manage Revocations	
CS-27	The solution must enable CSC to capture and manage information pertaining to the revocation of conditional release of offenders by the Parole Board of Canada.
CS-28	The solution must enable CSC to capture and manage information gathered during post-revocation interviews held with offenders following their apprehension.
Manage Warrants	
CS-29	The solution must enable CSC to create, issue, withdraw, execute, cancel and manage warrants of apprehension for offenders at large without lawful authority.
CS-30	The solution must enable CSC to create, issue, withdraw, execute, cancel and manage warrants of suspension for offenders.
CS-31	The solution must enable CSC to create, issue, withdraw, execute, cancel and manage warrants for offenders on Unescorted Temporary Absences (UTAs) due to a breach of conditions, to prevent a breach of conditions, or for the protection of society.

Offender Community Supervision (CS)	
Requirement ID	Requirement Description
CS-32	The solution must enable CSC to create, issue, withdraw, execute, cancel and manage warrants for offenders on parole, statutory release or under Long-Term Supervision Orders (LTSOs).
CS-33	The solution must enable CSC to share warrants with CPIC, external agencies and offices as required.
Manage Travel Permits	
CS-34	The solution must enable CSC to create and manage travel permits for offenders under community supervision for all travel outside the offender's established travel boundaries/supervision zone.
CS-35	The solution must enable CSC to generate police notifications related to travel permits and to share the notifications with the Canadian Police Information Centre (CPIC).
CS-36	The solution must enable CSC to share travel permits and other relevant information with offenders and external partners and agencies.
CS-37	The solution must enable CSC to review offender travel permits, including other offenders issued permits to the same location at the same time, and capture and manage the decisions rendered.
CS-38	The solution must enable CSC to notify victims of all travel by offenders.
CS-39	The solution must enable CSC to report on offender travel permits.

1.17. Offender Release and Absence Management

Release and Absence Management is the tracking and evaluating the incremental benefits of temporary absences and work releases as it relates to reducing recidivism and supporting the ultimate release and reintegration by offenders into communities.

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Offender Release and Absence Management (RNA)	
Requirement ID	Requirement Description
General	
RNA-1	The solution must enable CSC to manage temporary absences, including perimeter clearance, escorted temporary absences, or work releases, either for an individual offender or as a group of offenders, to allow more than one offender to be associated with a temporary absence (TA).
RNA-2	The solution must ensure that for any group TA associated with a specific offender, the details of that TA and any permit include only details about the specific offender rather than about one or more other offenders that were part of the group.
Obtain Perimeter Clearance	
RNA-3	The solution should allow an offender to apply for a perimeter clearance in order to move outside the perimeter within institutional grounds for work purposes.
RNA-4	The solution should track the time and date that any application for perimeter clearance was made.
RNA-5	The solution must allow CSC staff to review the application for completeness, conduct a risk assessment, and to compare the request against details in the offender's file.
RNA-6	The solution should facilitate screening of the application against policy requirements for perimeter clearance, and to make a decision about approving or denying an application.
RNA-7	The solution could track whether an application has been denied or approved, including the date that such a denial was made.
RNA-8	The solution must enable CSC to determine supervision requirements associated with an approved perimeter clearance, and to prepare an assessment for a decision.

Offender Release and Absence Management (RNA)	
Requirement ID	Requirement Description
RNA-9	The solution must track whether a final decision about an application for perimeter clearance is made within 30 days, and provides notifications of pending decisions as they approach that timeline.
RNA-10	The solution should notify the offender of whether an application has been approved or denied within 5 days of any decision.
RNA-11	The solution should track the details of any approved application including the date it is active, its duration, and any conditions associated with approval.
RNA-12	The solution should track the time and date that any decision about an application for perimeter clearance is made.
RNA-13	The solution must notify CSC security staff, including supervisors, of the details of the approved application.
RNA-14	The solution could provide access to an accurate photo of the inmate, and allows an updated photo to be provided if security staff determine that is necessary.
RNA-15	The solution must produce a perimeter clearance permit that includes the inmate's photo.
RNA-16	The solution must track who receives the perimeter clearance permit, whether the inmate or a supervisor, depending on whether the approval is for general or direct supervision.
Manage Escorted Temporary Absence	
RNA-17	The solution should allow an offender to apply for an escorted temporary absence (ETA).
RNA-18	The solution could track the time and date that any application ETA was made.

Offender Release and Absence Management (RNA)	
Requirement ID	Requirement Description
RNA-19	The solution must allow CSC staff to review the ETA application for completeness, and to compare the request against details in the offender's file.
RNA-20	The solution must allow CSC staff to review the ETA application for eligibility, based on conditions associated with the offender's sentence or conditions imposed by the court, and based on an assessment of risk, and to flag as either eligible or ineligible.
RNA-21	The solution must track whether an offender decides to withdraw or cancel an ETA application, given the offender will not be able to reapply for 6 months if the application is unsuccessful for any reason, for example, due to ineligibility.
RNA-22	The solution should enable CSC to determine any conditions that may be needed in association with an ETA, and to prepare an assessment for a decision.
RNA-23	The solution should track whether a final decision about an ETA must be made by the Parole Board of Canada.
RNA-24	The solution should track any decision about an ETA consistent with the requirements of processing a decision as set out in decision management.
RNA-25	The solution must notify the offender of whether an application has been approved or denied within 7 days of any decision.
RNA-26	The solution should ensure the offender has a copy of the approval, including any conditions associated with approved ETA.
Manage Unescorted Temporary Absence	
RNA-27	The solution should allow an offender to apply for an unescorted temporary absence (UTA).
RNA-28	The solution could track the time and date that any application UTA was made.

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Offender Release and Absence Management (RNA)	
Requirement ID	Requirement Description
RNA-29	The solution must allow CSC staff to review the UTA application for completeness, and to compare the request against details in the offender's file.
RNA-30	The solution must allow CSC staff to review the UTA application for eligibility, based on conditions associated with the offender's sentence or conditions imposed by the court, and based on an assessment of risk, and to flag as either eligible or ineligible.
RNA-31	The solution must track whether an offender decides to withdraw or cancel an UTA application, given the offender will not be able to reapply for 6 months if the application is unsuccessful for any reason, for example, due to ineligibility.
RNA-32	The solution should enable CSC to determine any conditions that may be needed in association with an UTA, and to prepare an assessment for a decision.
RNA-33	The solution should track whether a final decision about an UTA must be made by the Parole Board of Canada.
RNA-34	The solution should track any decision about an UTA consistent with the requirements of processing a decision as set out in decision management.
RNA-35	The solution must notify the offender of whether an application has been approved or denied within 7 days of any decision.
RNA-36	The solution should ensure the offender has a copy of the approval, including any conditions associated with approved UTA.
RNA-37	The solution should enable CSC to track any meetings between the offender and CSC to communicate the UTA, including any conditions, limits or expectations.
RNA-38	The solution must produce a release permit.
RNA-39	The solution should retain a record of who signs the release permit, and when the permit is provided to the offender.

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Offender Release and Absence Management (RNA)	
Requirement ID	Requirement Description
Implement a ETA or UTA	
RNA-40	The solution should track the reason for a specific temporary absence
RNA-41	The solution must enable CSC staff to access an offender file to verify details, including whether a TA is approved.
RNA-42	The solution must generate and print the TA certificate, which must be printed.
RNA-43	The solution must document the expected departure date and time
RNA-44	The solution should produce a threat risk assessment (TRA) report, if required.
RNA-45	The solution must trigger creation of a gate pass for the offender, which must be printed.
RNA-46	The solution must enable members of the escort team to be identified, if there is an escort.
RNA-47	The solution must generate an offender profile report, which must be printed.
RNA-48	The solution must track the type of escort (secure or non-secure, or unescorted).
RNA-49	The solution must ensure materials needed to brief any escort are available and are reviewed by the escort.
RNA-50	The solution must track the acknowledgement that each team member making up an escort has reviewed the briefing.
RNA-51	The solution should track any search offender event, including the date and time, in relation to the TA, and the results of any search.
RNA-52	The solution must track that any vehicle used to transport the offender has been searched, including the date and time, and the results of any search, consistent with search and seizure management, in relation to the TA.

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Offender Release and Absence Management (RNA)	
Requirement ID	Requirement Description
RNA-53	The solution must track the approval of the TA as the offender departs, notes the time and date, records the movement and adjusts the count at the institution, including the assignment of the bed where the offender was located.
RNA-54	The solution must track the return of the offender, noting the date and time, records the movement and adjusts the count at the institution, including the assignment of the bed where the offender is located.
RNA-55	The solution must maintain a copy of all activities, reports and approvals in relation to the TA.
Manage work release	
RNA-56	The solution should allow an offender to apply for a work release in order to work outside the Institution.
RNA-57	The solution should track the time and date that any application for a work release was made.
RNA-58	The solution must allow CSC staff to review the application for completeness, and to compare the request against details in the offender's file.
RNA-59	The solution should facilitate screening of the application against policy requirements for a work release, and to make a decision about denying an application.
RNA-60	The solution should enable CSC staff to conduct a case consultation, to inform a potential decision about the work release, including factors in relation to policy requirements.
RNA-61	The solution should notify victim services that there is a pending application for a work release when such an application is received.

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Offender Release and Absence Management (RNA)	
Requirement ID	Requirement Description
RNA-62	The solution could track who makes a decision (PBC or CSC) and whether an application has been denied or approved, including the date that such a denial was made, consistent with decision management practices and procedures.
RNA-63	The solution could track and updates whether an offender is considered a high profile offender.
RNA-64	The solution could notify the offender of whether an application for a work release has been approved or denied within 7 days of any decision.
RNA-65	The solution could ensure the offender has a copy of the approval, including any conditions associated with approved work release.
RNA-66	The solution could enable CSC to track any meetings between the offender and CSC to communicate the work release, including any conditions, limits or expectations.
RNA-67	The solution could produce a work release permit.
RNA-68	The solution could retain a record of who signs the release permit, and when the permit is provided to the offender.
RNA-69	The solution could enable the approved work release to be transferred, if the offender is transferred to a new location.
RNA-70	The solution could enable the conditions of a work release to be changed, and the offender to be notified and informed, if the decision authority (PBC or CSC) has determined a change in conditions is warranted.
RNA-71	The solution could enable the work release to be cancelled, if CSC determines that conditions are not being met or if information emerges that change either eligibility or risk.
RNA-72	The solution could enforce the conclusion of a work release, which are time limited, and triggers the need for a final evaluation report.

Offender Release and Absence Management (RNA)	
Requirement ID	Requirement Description
RNA-73	The solution could enable CSC to capture details of the work release, including an evaluation of the work on an interim basis, and at the cancellation or conclusion of a work release.
Manage request for day parole, full parole or statutory release	
RNA-74	The solution should enable an offender to apply for day parole, full parole or statutory release.
RNA-75	The solution should track whether a parole board review is required to support day parole, full parole or statutory release in situations where an application is not required.
RNA-76	The solution must track whether an offender is subject to deportation or removal orders when considering day parole, full parole or statutory release.
RNA-77	The solution could track the status of a PBC application, including if parole by exception criteria are met.
RNA-78	The solution could notify the offender, either directly or by tracking communication by a CSC staff, of any change in the status of an application for day parole, full parole or statutory release.
RNA-79	The solution could notify CSC departments that have a role in the management of an offender of an approved application for day parole, full parole or statutory release.
RNA-80	The solution could allow CSC staff to prepare a casework record documenting any collaboration or consultation about the offender application or review for day parole, full parole or statutory release.
RNA-81	The solution could trigger the use of an ETA if accompaniment is needed to support to ensure the offender arrives at the destination for a statutory release.
RNA-82	The solution could document any refusal by an offender for accompaniment.

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Offender Release and Absence Management (RNA)	
Requirement ID	Requirement Description
RNA-83	The solution could track who has approved any accompaniment or refusal of accompaniment.
RNA-84	The solution could track whether the offender needs provincial health care coverage, and the status of any other government issued identity the offender may need.
RNA-85	The solution could track any referrals made as part of the implementation of an approval for day parole, full parole or statutory release.
RNA-86	The solution could allow transfer of offender management and the offender case file from an institutional parole officer to a community parole officer, as appropriate, at release.
RNA-87	The solution could ensure the status of an offender as high profile is updated.
RNA-88	The solution could notify victim services that the offender is being released on day parole, full parole or in association with statutory release.
Manage detentions	
RNA-89	The solution should enable CSC to flag an offender on statutory release as requiring a detention review, and to change that status as the review proceeds.
RNA-90	The solution should enable CSC to notify the offender, or to provide evidence that notification has been provided, of a detention review, or the results of any such review.
RNA-91	The solution should enable CSC to flag an offender as requiring transfer for detention review.
RNA-92	The solution should enable CSC staff to prepare a detention pre-screen report.
RNA-93	The solution should enable CSC staff to associate referrals and referral reports with the detention review file, and the offender.

Offender Release and Absence Management (RNA)	
Requirement ID	Requirement Description
RNA-94	The solution must enable the detention pre-screen report to be referred to either PBC or the Commissioner, or the detention review to be cancelled.
RNA-95	The solution could enable the outcomes of a detention review board meeting to be captured, including the date and time of such a meeting.
RNA-96	The solution could track the timeline for a loss of jurisdiction and whether a loss has occurred.
RNA-97	The solution could track whether the offender is under community supervision when there has been a loss of jurisdiction.
RNA-98	The solution could support the preparation of a loss of jurisdiction report when a loss of jurisdiction appears.
RNA-99	The solution could track whether any decision maker decides not to support the detention.
RNA-100	The solution could track any communication to support a referral for detention by any decision maker.
RNA-101	The solution could identify and track any detention order, and any schedule for future detention reviews.
Manage temporary accommodations	
RNA-102	The solution should enable an offender to submit an application for temporary accommodation in relation to a release.
RNA-103	The solution should track whether an application for temporary accommodation has been approved or declined, and who made the decision.
RNA-104	The solution must notify or document notification provided to an offender.

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Offender Release and Absence Management (RNA)	
Requirement ID	Requirement Description
RNA-105	The solution must enable an offender to cancel an application for temporary accommodation, or an approved temporary accommodation.
RNA-106	The solution must document the type of temporary accommodation provided, including community accommodation.
RNA-107	The solution could ensure notification to CSC departments that have a role in the management of an offender's release.
Manage early discretionary release	
RNA-108	The solution should enable an offender to submit an application for early discretionary release (EDR).
RNA-109	The solution should track the results of any communication or case consultation on the offender's file in relation to an EDR.
RNA-110	The solution must provide reminders to update the offender file once an application is received for EDR.
RNA-111	The solution could ensure notification to CSC departments that have a role in the management of an offender's release.
RNA-112	The solution could update the final release date to support execute release.
Death of an offender	
RNA-113	The solution should enable CSC to track and manage the death of an offender, including changing the status of an offender to deceased.
RNA-114	The solution should ensure notification to CSC departments that have had a role in the management of an offender following his or her death.
RNA-115	The solution must ensure notification to police of an offender's death, and provide fingerprints of the offender to assist with any updates and identification.

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Offender Release and Absence Management (RNA)	
Requirement ID	Requirement Description
RNA-116	The solution must ensure notification to family and the next of kin of an offender following his or her death.
RNA-117	The solution must prompt for closure of the offender's file, including authorizing release and ensuring it captures all needed documentation.
RNA-118	The solution must provide the ability to prompt for the archiving of the offender's file.
Execute warrant expiry and release	
RNA-119	The solution should have the ability to remind various CSC departments of a pending warrant expiry at least 6 months prior to that expiry.
RNA-120	The solution should capture communications or exchanges with other staff in relation to the offender's file as a casework record, as a case consultation.
RNA-121	The solution must facilitate preparation of communications with police regarding the offender's release, summarizing offender risk.
RNA-122	The solution must enable CSC to print a warrant expiry package, including any approved early discretionary release.
RNA-123	The solution must enable CSC to track that a warrant expiry package has been shared with an offender, and obtain comments and the offender's approval.
RNA-124	The solution must enable CSC to track that a warrant expiry package has been shared with police in advance of the release, and that such a package has been sent on the date of release.
RNA-125	The solution must notify the national flagging system coordinator of the release.
RNA-126	The solution must notify victim services of the release.
RNA-127	The solution must notify the Manager of assessments and interventions with the details of the release.

Offender Release and Absence Management (RNA)	
Requirement ID	Requirement Description
RNA-128	The solution must track all details in relation to the release of the offender including:
a	Preparing a release certificate, and notifying the community parole officer.
b	Preparing health care files for transport.
c	Preparing Security and Intelligence files for transport.
d	Manage the release of personal property, consistent with practices and protocols for personal property.
e	Closing all inmate accounts, including financial accounts.
f	Preparing all files for transport.
RNA-129	The solution must update the movement of the offender, marks the status as released, and releases any accommodations, counts and offender management dates.
RNA-130	The solution must track the actual date of release.

1.18. Decisions Management

Decisions are key to assessing and determining how an offender's sentence is implemented, and impact placements, transfers, absences, releases, or conditions related to many of those. Timely recommendations and decisions are important to the offender and can be needed to ensure CSC doesn't experience an unplanned loss of authority.

Decisions Management (DEC)	
Requirement ID	Requirement Description
Process Release Decisions	

Decisions Management (DEC)	
Requirement ID	Requirement Description
DEC-1	The solution must enable CSC to capture and manage applications received from offenders who are requesting a decision regarding a release or privilege such as, but not limited to, temporary absences, work releases, conditional releases, transfers, international transfers and private family visits.
DEC-2	The solution must enable CSC to capture and manage non-offender driven release decisions (e.g. involuntary transfers) and release decisions based on legislative timeframes.
Support Assessment for Decisions	
DEC-3	The solution must enable CSC to capture and manage information from various sources required to make key decisions for offenders over the duration of their sentences.
DEC-4	The solution must enable CSC to capture and manage offender decision recommendations and provide the rationale behind each recommendation.
DEC-5	The solution must enable CSC to review offender decision recommendations by internal and external authorities and decision makers in order to manage final decisions.
DEC-6	The solution must enable CSC to capture and manage offender decision information along with the final decisions.
DEC-7	The solution must enable CSC to provide future notifications and recommendations of other offender management decisions in accordance with a set of determined rules (i.e.- offender risk level is mitigated by completion of necessary program and 6 months incident free, therefore decision maker is notified of recommendation of lower security transfer).
DEC-8	The solution must enable CSC to share specific decision-related information with offenders and external partners.

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Decisions Management (DEC)	
Requirement ID	Requirement Description
Waive Review, Postpone Review, or Withdraw Application for Release or Transfer	
DEC-9	The solution must enable CSC to capture and manage requests from offenders to waive legislative reviews related to conditional releases or waive their participation in the parole hearings associated with these reviews.
DEC-10	The solution must enable CSC to capture and manage requests from offenders to withdraw or postpone legislative reviews related to conditional releases.
DEC-11	The solution must enable CSC to capture and manage requests from offenders to withdraw applications for conditional releases or other applications (transfers, Private Family Visits).
DEC-12	Solution must track data regarding documented rationales for waivers/postponements/ withdrawals for quality reviews and auditing purposes
Support Parole Board of Canada Conditional Releases	
DEC-13	The solution must enable CSC to capture and manage information about offenders required by the Parole Board of Canada (PBC) when making conditional release (i.e. Parole) decisions.
DEC-14	The solution should enable CSC to share relevant offender information and documents with the Parole Board of Canada (PBC) and to receive decision information from the PBC.
Support Sharing Decision Results with Offenders	
DEC-15	The solution must enable CSC to share information pertaining to conditional release or other decisions with offenders.
DEC-16	The solution must support tracking the legislative timeframes around sharing of decisions with offenders.

Decisions Management (DEC)	
Requirement ID	Requirement Description
DEC-17	<p>The solution could provide the ability to prepare a summary of documents or information to support a decision (a gist) where its disclosure would jeopardize</p> <ul style="list-style-type: none"> •the safety of a person •the safety of a penitentiary •the conduct of a lawful investigation

1.19. Performance and Management Reporting

Performance Measurement and Reporting is the tracking and management of performance information to inform operations, develop national and regional insights, address ad hoc reporting requests and support departmental results reporting.

Performance and Management Reporting (PMR)	
Requirement ID	Requirement Description
General reporting needs	
PMR-1	The solution must enable CSC to generate reports based on information that was available during a specified period of time.
PMR-2	The solution must enable CSC to adjust the data elements used to support a report to respond to new requirements, or to accommodate newly available elements.
PMR-3	The solution must allow CSC to access data in a consistent and comprehensive manner, regardless of what business capability or solution component has generated such data.

Performance and Management Reporting (PMR)	
Requirement ID	Requirement Description
PMR-4	The solution could enable staff to describe what has been reported and document any limitations or constraints on addressing a reporting request (e.g. data unavailable, data quality issues, or limitations in associating data)
Inform operations	
PMR-5	The solution must enable CSC to establish operational targets and align those targets to strategic goals, objectives and/or outcomes.
PMR-6	The solution should enable CSC to edit, update or add strategic goals, objectives or outcomes by providing access to the data.
PMR-7	The solution must enable CSC to manage and track performance (compliance) against operational targets for any business capability.
PMR-8	The solution should provide visually appealing reports that represent operational data visually, for example through charts, graphs or dashboards.
PMR-9	The solution must enable CSC to develop standard, regular and periodic operational performance reports quickly and easily against the decisions or activities associated with one or more business capability, either by offender or across groups of offenders. For example, by institution, region or province, and by a period (from a date to a date) including:
a	Background information management, such as summaries of the offender profile such as age, sex, contacts, criminal history, as well as needs, flags or alerts; and the number of offenders, including reports based on age, sex, location, or other profile data.
b	Sentence management, such the status of offender sentencing, the status or nature of sentence information, the type of sentence(s) and any important sentence dates;
c	Assessment management, such as the results of any assessments for one or more offenders, the status of assessments (complete, partial, incomplete or in progress),

Performance and Management Reporting (PMR)	
Requirement ID	Requirement Description
	and reports on changes to assessments, for example based on new information or changes to policy.
d	Placements and transfers, such as the location of an offender, accommodation profile, a history of any transfers, including SIU or other transfer types, and information needed to coordinate the movement and accommodation of offenders;
e	Personal property management, such a list of offender property, the types and value of offender property, the location of offender property, any changes in offender property, including a summary of offender property disposed of, removed, or damaged.
f	Security operations management, such as the number and nature of any incidents, the data or information associated with any incident, the approach to addressing the incident, or whether any charges were laid,
g	Search and seizure, such as for example, the number of searches, the results of searches, the nature and type of any items found, or the number of items seized.
h	Case planning, such as the status of an offender against correctional plan objectives, or an overview of upcoming decisions, or related interventions and services, such as the capacity and availability of a correctional, education or employment program.
i	Releases and absences, such as the number of releases in a future or past period, the number of absences in a future or past period, or a summary of the result of any releases or absences.
j	Victims, including the number of victims, the number of notifications sent to victims, the number of victim contacts;
k	Visit and contact management, such as the number of registered visitors, the type of visit, and the number of visits by period, or by location.

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Performance and Management Reporting (PMR)	
Requirement ID	Requirement Description
l	Grievance management, such as the number of grievances, the nature of the grievance, the state of one or more grievances, the time to settle a grievance, or the cost of grievances
m	Community supervision, such as the number of offenders in community, the time in community, the number of offenders under electronic monitoring, or the number of suspensions;
n	Release and Absence Management, such as the number of offenders on day parole, on an unescorted temporary absence, or full parole, or number released based on a statutory release, or on warrant expiry, including the number of offenders under long term supervision orders.
PMR-10	The solution must enable CSC to query documents associated with an offender record by using keywords or other structures that are associated with such documents, to enable broad insights into a specific offender, or groups of offenders.
Inform regional and national insights	
PMR-11	The solution should enable CSC to analyze and associate data that it has captured about offenders dynamically, either for individual offenders or varied groupings. For example, by risk type, by institution, by sentence type, by province, by local geographic area, by status (such as institutional custody, or under community supervision) to generate comparisons, insights and support improved performance at the regional level.
PMR-12	The solution must enable CSC to build and generate custom operational performance reports for front-line, regional and national staff and management, and that focus on providing visual representations against targets.
Address ad hoc reporting requests	
PMR-13	The solution should enable CSC staff to enter and track reporting requests.

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Requirement ID	Requirement Description
PMR-14	The solution could enable CSC to identify and associate identified subject matter experts with any reporting request.
PMR-15	The solution must provide access to a data repository in accordance with permissions, with data in a format that can be accessed by structured query language, and with an associated data dictionary, to facilitate a rapid response to ad hoc reporting requests.
PMR-16	The solution should enable CSC staff to generate reports that compare key attributes of one or more offenders at different points in time and that summarize data attributes amongst groups of offenders.
PMR-17	The solution must enable CSC to create and perform real-time reports based on operational data to identify negative performance indicators and make adjustments as required.
Support departmental performance measurement and reporting	
PMR-18	The solution should enable CSC to create and manage reports against formal reporting processes to provide insights on the alignment of activities and resources to departmental strategic objectives and outcomes.
PMR-19	The solution must enable CSC to develop reports against current and emerging key performance indicators, to inform the preparation of its departmental results report.
PMR-20	The solution must enable CSC to manage changes to reporting as a result of new or modified data.
PMR-21	The solution should provide the ability to notify specific users when there have been changes to data that could affect reporting.
PMR-22	The solution must enable CSC to communicate and share information with other departmental applications that operate external to the solution (e.g. human resources, finance, health, etc.).

Performance and Management Reporting (PMR)	
Requirement ID	Requirement Description
PMR-23	The solution must enable CSC to create, manage, and change visual representations of performance reporting data by user roles and types in accordance with permissions.
PMR-24	The solution must enable CSC to drill down to a more detailed view of performance reporting data from visual representations.
PMR-25	The solution must enable CSC to extract and/or export detailed performance reporting data from a report to support further analysis as needed.

2. SOLUTION TECHNICAL REQUIREMENTS

2.1. Compatibility & Integration

Describes the types of environments the system will be expected to perform in and the systems with which it must integrate.

Compatibility & Integration (CI)	
Requirement ID	Requirement Description
Environments and Platforms	
CI-1	The preferred deployment model of the solution is SaaS, followed by PaaS, IaaS, on premise, in decreasing order of preference.
CI-2	If SaaS, preference will be given to a solution that is delivered through the use of a Cloud Service Provider and cloud environment that is already approved by the Government of Canada for Protected B cloud.

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Compatibility & Integration (CI)	
Requirement ID	Requirement Description
CI-3	If the solution is to be hosted by CSC (cloud or on-premise), preference will be given to a solution that is compatible with the 1st party IaaS/PaaS services available from the Microsoft Azure cloud environment.
CI-4	The solution is deployed in a single tenant cloud environment where the software application and the database are dedicated to CSC and separate from other customers.
CI-5	If not deployed to the CSC's tenancy in the GC Azure cloud, the solution provider provides to CSC multiple environments with multiple instances when necessary, including but not limited to: Development, Test, Integration, UAT, Training, Pre-Prod, Production and Disaster Recovery.
CI-6	If not deployed to the CSC's tenancy in the GC Azure cloud, the solution provider is able to stand up ad hoc environments as required by CSC.
CI-7	The solution must be a web application with no desktop or mobile device package installations.
CI-8	The solution provider should make available their application (including the API library) so that CSC developers can create and test their applications against the APIs provided by the solution provider.
CI-9	The solution must be compatible with CSCs existing end-user peripherals (e.g. monitors and printers), laptops, tablets and desktops.
CI-10	The solution must work with standard CSC desktops, which may be configured with: <ul style="list-style-type: none"> • Microsoft Windows 10 LTSC 64 bits • Microsoft Office 2016, 32 bits
CI-11	The solution must be compatible with the following browsers: <ul style="list-style-type: none"> • Microsoft Edge v88+ • Google Chrome v88+

Compatibility & Integration (CI)	
Requirement ID	Requirement Description
	<ul style="list-style-type: none"> • Safari v13+ • Firefox v86+
CI-12	The solution must be accessible and usable from a mobile device.
CI-13	The solution must provide mobile support for Apple (iOS) and Google (Android) devices.
CI-14	The solution must support off-line caching, store and forward or synchronization capabilities to allow a user to work off-line on their mobile device, and to synchronize any work that was done offline with the main system once internet connection is restored.
CI-15	The solution must connect to CSC network printers and recognizes a user's default printer setting.
CI-16	The solution must have a centralized repository for all structured and unstructured data.
CI-17	The solution must support the ability to create public facing portals (e.g. for offenders, visitors, victims, etc.).
Interfaces - General	
CI-18	The solution must be developed in a standards based, non proprietary development language.
CI-19	The solution must be designed with a loosely coupled data layer, using data services to interface with data stores.
CI-20	<p>The solution must integrate with other internal and external applications by using standards based integration methods such as, but not limited to:</p> <ul style="list-style-type: none"> - APIs - web services - loosely coupled architecture (e.g. micro services, SOA)

Compatibility & Integration (CI)	
Requirement ID	Requirement Description
	<ul style="list-style-type: none"> - commercial brokers - open source integration tools
CI-21	The solution must include a library of APIs to expose its data to internal and external applications.
CI-22	The solution APIs must follow the Government of Canada's and CSC's standards for API development and use.
CI-23	The solution APIs must use the Hypertext Transfer Protocol Secure (HTTPS).
CI-24	The solution APIs must be discoverable through an API store to be specified by CSC.
CI-25	The solution APIs must be exposed via open standard bindings and protocols, including but not limited to: Representational State Transfer (REST) using JavaScript Object Notation (JSON) or Extensible Markup Language (XML) depending on the needs of the interfacing system.
CI-26	The solution must support the use of secure file transfer to send and receive files to and from other internal CSC or external partner systems using the SSH File Transfer Protocol (SFTP).
CI-27	The solution should support backwards compatibility for its interfaces (i.e. support N and N-1).
CI-28	The solution must support asynchronous and synchronous communication with external systems and internal components or services through a Publish/Subscribe model, or through published API specifications.
CI-29	The solution must support synchronous and asynchronous web services using industry standards for data interchange (e.g. REST JSON, REST XML).

Compatibility & Integration (CI)	
Requirement ID	Requirement Description
CI-30	The solution must provide access to monitoring, auditing, and general system status through a defined API.
CI-31	The solution should provide configurable authentication for APIs in non-production environments, allowing access for development and testing purposes.
CI-32	The solution should provide a configurable API rate limit to mitigate purposeful or accidental denials of service and to avoid congesting the system.
External Interfaces	
CI-33	The solution API library must expose business data and functionality that allows CSC to securely access, validate and consume data associated with the business capabilities for sharing with external partners.
CI-34	The Solution must provide the ability for interfaces to effectively handle situations where external systems experience failure or are unavailable
CI-35	The solution must interface with online versions of judicial acts (e.g. The Criminal Code published by Justice Canada) via published APIs to ensure reference information used for sentence calculations is kept up to date.
Internal Integration	
CI-36	The solution must access data from CSC owned and managed data stores using APIs provided by CSC, third parties or external partners.
CI-37	The solution must support capabilities for data extraction and sharing between both relational and NoSQL data sources in bulk or batch mode.
CI-38	The Solution must provide the ability to import and export reference and business data received in bulk into or out of the OMS via both an API and a bulk interface.

Compatibility & Integration (CI)	
Requirement ID	Requirement Description
CI-39	The Solution must provide the ability to import and export data via an Extract, Transform, and Load (ETL) capability either out-of-box or using other commercial platforms (e.g. IBM DataStage or other open-source products),
CI-40	The solution must support a wide variety of file formats for file-based data extraction.
CI-41	The solution must integrate with CSC's Active Directory.
CI-42	The solution must integrate with CSC network services: <ul style="list-style-type: none"> • MS DNS is used for resolving FQDN • MS WINS is used to resolve NetBIOS names • DHCP is used to configure and assign valid IP addresses and other options on all devices connected to the corporate network • MS GPO and GPP are used to provide an infrastructure for centralized configuration management • X500 protocol is the basis of government-wide address lists • LDAP is used by Web servers for user management and is also used by BI tools
CI-43	The solution could integrate with twain-compliant devices such as scanners, digital cameras, etc.
CI-44	The solution could interface with a biometric device that captures and stores biometrics (e.g. fingerprints, photos for facial recognition, etc.).
CI-45	The solution must integrate with a document management system that retains a document version history, with preference for the ability to integrate with a third party application such as SharePoint and OpenText (GC Docs - via an API connector).
CI-46	The solution could integrate with barcode scanners to read and decode QR codes and barcodes.
CI-47	The solution should integrate with third party data analytics and reporting tools (e.g., PowerBI, Tableau and Crystal Reporting).

Compatibility & Integration (CI)	
Requirement ID	Requirement Description
CI-48	The solution should integrate with third party signature pad devices.
CI-49	The solution should capture digital files from mobile and other external devices (e.g., audio, video and image files).
CI-50	The solution should integrate with video editing software so that video and audio files can be edited within the solution.
CI-51	The solution should comply with the Government of Canada's directives for geospatial data if location mapping is used in the solution.
CI-52	The solution should comply with the Government of Canada's directives for artificial intelligence if this capability is used in the solution.
Configuration and Customization	
CI-53	The solution must be configurable to allow users to make no code/low code changes to the system including, but not limited to:
a.	Managing roles, groups and permissions
b.	Managing users and their profiles
c.	Managing reference data such as drop down lists, location details (e.g. facilities, housing units and beds), etc.
d.	Managing labels and terminology on the UI
e.	Managing workflow (e.g. defining sequence of actions, tasks, approvals, notifications, etc.)
f.	Managing templates
g.	Managing business rules (e.g. data validation, business processes)

Compatibility & Integration (CI)	
Requirement ID	Requirement Description
h.	Managing user interfaces (e.g. dashboards, reports)
i.	Managing notification messages (e.g. trigger events, recipients, content, mode of delivery)
j.	Changing the user interface look and feel (e.g. Color themes, logos)
k.	Controlling the navigation menu (e.g. adding links to external applications)
l.	Setting Cache properties, if applicable (e.g. cache duration)
CI-54	The solution should allow configuration changes to be deployed to production without requiring a system restart.
CI-55	The solution should be extensible using standards based tools and methods to support customizations.
CI-56	The solution should support the ability to add custom JavaScript that is triggered by events (e.g. on load, on save).
CI-57	The solution should support the ability to use third party plug-ins (e.g. google maps).
CI-58	The solution should support the ability to add custom pages (e.g. forms, reports, dashboards).

2.2. Security and Privacy

Provides requirements for aligning to CSC IM/IT Standards for ITSG-33. Describes how the solution is protected from unauthorized access and modifications. Addresses Confidentiality, Integrity and Availability (CIA) requirements: Confidentiality measures are designed to protect against unauthorized disclosure of information to ensure privacy protection. Integrity involves protection from unauthorized modifications of data and applications. Availability is protecting the functionality that ensures data is available when it is needed by its users.

Security and Privacy (SP)	
Requirement ID	Requirement Description
General	
SP-1	All data must reside within Canada in compliance with Government of Canada direction for electronic data residency.
SP-2	The solution must support a four tier architecture for cloud deployments to conform to the minimum network zoning based on CSEC's ITSG-22 and ITSG-38 guidelines to support separation of tenant resources: - Servers are in a CISC approved data center in a Restricted Zone (RZ). - User computers are in an Operations Zone (OZ) separated from the Restricted Zone. - The outsourced IT environment is connected to the CSC network via a Restricted Extranet Zone (REZ).
SP-3	The solution must ensure no residual sensitive information is stored on a user's system once a session terminates (e.g. no persistent cookies and/or caching of sensitive data, including credentials and/or residual sensitive data).
SP-4	For cloud deployments, the solution provider must ensure conditional access policies, or equivalent, are configured to ensure access is from CSC approved devices and locations.
SP-5	The solution must ensure that when working offline on a mobile device, data at rest is encrypted and once data has been synchronized with the backend server, it is deleted from the mobile device.
SP-6	The solution must ensure that all protected information is marked at all times with the assigned security classification, e.g. "Protected A", "Protected B".
Access Control: provides requirements for privileged access management, which is required to mitigate vulnerabilities and risks, associated with fraud, abuse of privileges, error in granting privileged access and loss of control over personnel who have been granted privileged access.	

Security and Privacy (SP)	
Requirement ID	Requirement Description
SP-7	The solution must use access controls to manage coarse and fine grained permissions to manage access to the application, modules, functions and data down to the field level.
SP-8	The solution must restrict the capability to view, create, modify and delete data to authorized users in accordance with their access control permissions.
SP-9	The solution must allow an authorized user to manage roles (create, modify and remove).
SP-10	The solution must allow an authorized user to manage groups (create, modify and remove).
SP-11	The solution must allow an authorized user to manage groups of users (add/remove users to groups).
SP-12	The solution must allow an authorized user to assign and remove roles to users and groups.
SP-13	The solution should allow users to be assigned temporary roles for acting positions for a prescribed period of time.
SP-14	The solution should ensure temporary roles are deactivated after the prescribed acting period has expired.
SP-15	The solution must support privileged access that can be assigned to one or more authorized users to perform account and system administration tasks.
SP-16	Before granting access to its functions, the solution must display: (1) a warning banner presented to all users regarding unauthorized use; and (2) notification to users that the information being processed is designated 'Protected B'.

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Security and Privacy (SP)	
Requirement ID	Requirement Description
SP-17	The solution must notify the user, upon successful logon (access) to the system, of the date and time of the last logon (access).
SP-18	The solution must disable default/generic accounts such as "guest", "anonymous", "root" or "admin".
SP-19	The solution must provide privileged access roles to personnel based on the least privilege and need to know rules.
SP-20	The solution must be configured based on the least-privileges principles where only services, software, policies etc. that are necessary for the system to operate are to be enabled.
SP-21	The solution must be configured to monitor and control communications at the external boundary to monitor and detect any abnormal data exfiltration or abnormal access requests or infiltration.
SP-22	The solution must have boundary protection devices (e.g., proxies, gateways, routers, firewalls, guards, encrypted tunnels, web content filters, data loss prevention, etc.).
SP-23	<p>The solution must enforce the principle of separation of duties, including but not limited to:</p> <ul style="list-style-type: none"> - Personnel who are granted privileged access to the development and/or testing environments are not granted privileged access to the production environments. - Personnel who manage roles and permissions are different from personnel who manage auditing in the production environment. - Personnel who have access to configure network infrastructure components are not granted access to configure information system components in the production environments. - Personnel who are responsible for configuration management are different from personnel responsible for configuration auditing/monitoring in the production environment. - Personnel who have access to manage privileged role-based accounts in terms of creating, modifying or revoking access are not granted access to configure role-based

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Security and Privacy (SP)	
Requirement ID	Requirement Description
	access security policies (e.g., manage access rights associated with roles) in the production environment.
SP-24	The solution limits privileged access session to one. Concurrent sessions will not be allowed for privileged access in the production environment.
SP-25	The solution provides the ability to initiate locking of an interactive session after a 15-minute period of user inactivity. Such locking includes hiding of the content of the screen at the time of locking (e.g. screen saver, a pre-configured message etc.).
SP-26	The solution must retain the session lock until the user re-establishes access using valid credentials.
SP-27	The solution should display an onscreen confirmation that a user or system initiated logoff was successful.
SP-28	The solution should have a visible logout function.
Audit: provides requirements for the audit and accountability process, which is required to document, respond to, and minimize the impact of incidents that can impact information systems and data	
SP-29	The solution must keep a real-time audit record of system and user events including, but not limited to:
a.	Process start up, shut down or restart
b.	System, service or device service interruption and restart, including abort, failure, or abnormal end especially due to resource exhaustion or reaching a resource limit or threshold (such as for Central Processing Unit (CPU), memory, network connections, network bandwidth, disk space, or other resources), the failure of network services such as Dynamic Host Configuration Protocol (DHCP) or Domain Name System (DNS), or hardware fault
c.	Starting and stopping of audit functions

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Security and Privacy (SP)	
Requirement ID	Requirement Description
d.	Configuration changes including installation of software patches and updates or other installed-software changes
e.	Administrator account events
f.	User login and logout
g.	Modifications of privileges and access controls including adding a new system administrator, user, or group, changing system administrator and user privilege levels, changing file permissions, changing database object permissions, and changing firewall rules
h.	System alerts and error messages
i.	Use of break-glass or root accounts
j.	System administration activities
k.	Account creation, modification or deletion
l.	All attempts to hack-in or access such as denial of service, escalation of privileges, brute force, risky sign-ins, etc.
m.	Detection of suspicious or malicious activity such as from a Host Intrusion Detection System or Intrusion Prevention System (IDS/IPS), antivirus system, or antimalware system.
n.	Locked/unlocked accounts
o.	CRUD (create, read, update, delete) actions to any information resource and their associated meta data, such as, but not limited to: transactional data, reference data, templates, user accounts, roles, permissions, etc.
SP-30	The solution must generate audit records containing information that establishes what type of event occurred, when the event occurred, where the event occurred, the

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Security and Privacy (SP)	
Requirement ID	Requirement Description
	source of the event, the outcome of the event, and the identity of any individuals or subjects associated with the event. (Who, What, When, How, from Where)
SP-31	The solution must ensure there is sufficient audit record storage capacity to maintain active records over a period of 90 days and archived records for a minimum period of 24 months to enable the investigation process. Where specific business requirements dictate a longer retention period, audit record storage capacity is sufficient to maintain archived records for the dictated period, in excess of 24 months.
SP-32	The solution must alert the designated authorities in the event of an audit processing failure.
SP-33	The solution must follow the shutdown and audit function failure protocols for Protected B, mission critical, and all other information systems.
SP-34	The solution must provide an audit reduction and report generation capability that does not alter the original content or time ordering of audit records.
SP-35	The solution must provide an audit reduction and report generation (e.g. Azure Sentinel SIEM) capability that supports on-demand audit review, analysis, and reporting requirements and after-the-fact investigations of security incidents.
SP-36	The solution must use internal system clocks to generate time stamps for audit records.
SP-37	The solution must record time stamps for audit records that can be mapped to Coordinated Universal Time (UTC) or Greenwich Mean Time (GMT) or Local Time.
SP-38	The solution must protect audit information and audit tools from unauthorized access, modification, and deletion.
SP-39	The solution must permit an authorized user to configure the events that will be audited for each component of the solution.

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Security and Privacy (SP)	
Requirement ID	Requirement Description
Identification Authentication: provides requirements for the identification and authentication process required to assure that information systems implement IA technologies and processes that are sufficient to safeguard CSC information systems and services in compliance with Treasury Board Secretariat (TBS) Identity Management Directive and associated Standard.	
SP-40	The solution must authenticate external, non-Government of Canada users using SSC's GC Credential Federation Services offering both GCKey and the SecureKey Concierge services.
SP-41	The solution must uniquely identify and authenticate organizational users, processes acting on behalf of users, or devices in the production environment using CSC Active Directory services.
SP-42	The solution must provide authentication services for offenders if required in the future.
SP-43	The solution must enable single sign on so that once an authorized user has been successfully authenticated (e.g. via Active Directory, GCKey), they will have access to the solution without having to sign in again.
SP-44	The solution must use CSC approved multi-factor authentication for all privileged users, regular users and devices accessing cloud-based environments.
SP-45	The solution provider must ensure that all default system, device or service authenticators may be changed by CSC upon initial implementation in all environments.
SP-46	The solution provider must regenerate Database account access keys as required.
SP-47	The solution must not store user passwords.
SP-48	The solution must ensure all internal and external APIs protect information through secure authentication methods in compliance with GC standards. (e.g. OAuth2; JWT, RSA/HMAC, SAML)

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Security and Privacy (SP)	
Requirement ID	Requirement Description
Communication Protection: System and Communication Protection Policy and Procedures	
SP-49	The solution must separate user functionality from information system management functionality.
SP-50	The solution must protect against, or provide the ability to limit the effects of denial of service (DoS), including distributed denial of service (DDoS) attacks.
SP-51	The solution must protect the confidentiality and integrity of transmitted information at all times via the use of approved encryption mechanisms (e.g. SFTP, FTP-s).
SP-52	The solution must support shared access signature tokens to be used to access storage systems and these must be transmitted over an encrypted channel such as https at all times.
SP-53	The solution must terminate internal and external network connections associated with a communications session at the end of the session.
SP-54	The solution provider must use the cryptographic keys service (symmetric or asymmetric) approved by Shared Services Canada.
SP-55	The solution must implement approved cryptographic mechanisms as defined by CCCS.
SP-56	The solution must assure non-repudiation through the use of electronic signatures using Public Key Infrastructure (PKI) technology in compliance with the Government of Canada's Secure Electronic Signature Regulations.
SP-57	The solution must use digital signature certificates issued by the Government of Canada (Shared Services) certificate authority (CA) or obtained from a Government of Canada approved service provider.
SP-58	The solution must allow one or more persons to sign a document using digital signature certificates.

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Security and Privacy (SP)	
Requirement ID	Requirement Description
SP-59	The solution must allow one or more persons to sign a document using a signature capture pad device.
SP-60	The solution should upload a document that has been signed with a handwritten signature (i.e. wet signature), associate it to a record (e.g. offender), and store it in a document repository.
SP-61	<p>The solution must protect the confidentiality and integrity of user and system information at rest in compliance with the CSC IM/IT Standard on Communication Protection, as follows:</p> <ul style="list-style-type: none"> - CSC information when it is located on storage devices or in specific components of information systems such as Blobs, Files, Database, Data disks or media (e.g. USB keys). - System information includes configurations or rule sets for firewalls, gateways, intrusion detection/prevention systems, filtering routers, authenticator content and Virtual Machines Operating Systems.
System and Information Integrity: Policy and Procedures	
SP-62	The solution must provide end-to-end security of data in transit by using the Transport Layer Security protocol (TLS version 1.2 or higher), or other approved CSC methods in compliance with the cryptographic standards and guidance provided by the Communication Security Establishment of Canada (CSEC).
SP-63	The solution must maintain data integrity and versioning when multiple users are accessing the same information to prevent one user overwriting another user’s work.
SP-64	The solution provider must provide CSC with lists of known vulnerabilities through alerts or notifications as they become available and offers remediation recommendations.
SP-65	Malicious code/endpoint protection must be enabled on all hosts, virtual machines, end-user devices and at information system entry and exit points.

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Security and Privacy (SP)	
Requirement ID	Requirement Description
SP-66	The endpoint protection solution must include at a minimum virus/malware/spyware detection, firewall, intrusion detection and advanced threat detection.
SP-67	The solution must execute scans in real-time on files or data from external sources as files or data are downloaded, uploaded, opened or executed. Such scans must be performed at the initial entry point and prior to exit.
SP-68	The solution must block any malicious code upon detection and an alert is sent to CSC.
SP-69	The solution provider must ensure their solution is integrated with the Government of Canada Cyber Defence capabilities (CCCS SOC integration) and that such integration is maintained up-to-date.
SP-70	The solution must collect all event logs, audit logs and other various security related logs in such a way so as to enable central and automated monitoring for security vulnerabilities and threats.
SP-71	The solution must provide Threat Detection capabilities to detect and respond to potential threats as they occur by providing security alerts on anomalous activities.
SP-72	The solution provider must use configuration integrity checking software to ensure integrity of operating systems, firmware and other specific files that have critical integrity requirements.
SP-73	The solution must make available configuration integrity monitoring logs to the central logging system.
Privacy	
SP-74	The solution must protect personal information in compliance with Government of Canada regulations in accordance with the Personal Information Protection and Electronic Document Act.
User Administration	

Security and Privacy (SP)	
Requirement ID	Requirement Description
SP-75	The solution must assign roles based on Active Directory unique identifiers (e.g. user name).
SP-76	The solution should use a user profile to manage user preferences and settings.
SP-77	The solution should allow users to manage their language preferences.
SP-78	The solution should allow users to manage their dashboard preferences.
SP-79	The solution should archive and remove profiles that are inactive for a given period of time.
SP-80	The solution should allow authorized users to search for active and inactive users (current and historical).
SP-81	The solution should allow authorized users to print user profile information including access privileges.
SP-82	The solution should allow authorized users to print group information including authorization information and membership.
SP-83	The solution must have a mechanism to automatically disable (render inactive) a user after a configurable period of inactivity.
SP-84	The solution must require administrative intervention to re-enable an inactive user.
SP-85	The solution should produce a list of all inactive users that exist in the application/system.

2.3. Reliability

Reliability is the extent to which the software system consistently performs the specified functions without failure.

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Reliability (PC)	
Requirement ID	Requirement Description
Performance	
PC-1	The solution must allow users to connect from the CSC Wide Area Network (WAN) using a range of connection speeds ranging from high speed internet to the slowest connections at 5.0 Mbps.
PC-2	The solution must be tolerant of network latency expected over the CSC WAN which can be up to 90 ms.
PC-3	The solution must support a distributed architecture to enable scaling vertically or horizontally as required.
PC-4	The solution must be able to process at minimum a million DML operations (insert/update/delete) per day.
PC-5	The solution should have a general GUI response time of 2 seconds or less when loading a screen or moving between screens or functions.
Capacity	
PC-6	The solution must support 20,000 active internal user accounts and must be scalable to support up to 50,000 accounts to support future users (e.g. offenders, victims, visitors, etc.).
PC-7	The solution must support 1,800 concurrent users at peak time.
PC-8	The solution must have sufficient storage capacity for its data and information including, but not limited to transactional records, multi-media files, documents, archived data and audit records.
PC-9	The solution must handle a projected database storage growth of 10-20% per year.

Reliability (PC)	
Requirement ID	Requirement Description
PC-10	The solution must support approximately 230,000 active and inactive offender records, with a projected growth of approximately 5% per year.
Recoverability - General	
PC-11	The solution must support business continuity planning, high availability, and redundancy for an enterprise-scale implementation by providing transparent failover from one set of infrastructure to another.
PC-12	The solution must deliver, enable and support functionality to allow full database backups (i.e. hot backups) that can be performed when the system is up and available.
PC-13	The solution must deliver, enable and support functionality to allow data restoration of backed-up data from any point of the system's failure.
PC-14	For the purpose of Business Continuity Planning for CSC: - Maximum Allowable Downtime for OMS is X hours; - Recovery Time Objective is equal to or less than 48 hours; and - Recovery Point Objective is equal to or less than 24 hours.
PC-15	For the purpose of Business Continuity Planning for CSC, the solution must allow CSC to prioritize business and technical capabilities when restoring the system after a disruption of service.
Recoverability - Disaster Recovery	
PC-16	The solution must support disaster recovery failover at a physically separate location.
PC-17	The disaster recovery failover location must be at least 100 km away from the primary site for any non-CSC cloud environment.
PC-18	The disaster recovery failover location must be on a different power grid from the primary site for any non-CSC cloud environment

2.4. Maintainability, Serviceability, Manageability

Maintainability/ Serviceability/ Manageability describes the set of features that support the ease and speed of which corrective and preventative maintenance can be conducted on a system.

Maintainability, Serviceability, Manageability (MA)	
Requirement ID	Requirement Description
General	
MA-1	The solution provider must have a mechanism (e.g. user interface) to allow an authorized user to make data corrections in a way that maintains data quality and data integrity.
MA-2	The solution should be tested with automated testing tools.
Deployment	
MA-3	The solution must group related business functionality using a loosely coupled and flexible architecture to allow business functions to be deployed independently and incrementally.
MA-4	The solution must have the ability to rapidly integrate and deploy new capabilities, improvements and fixes with little to no effect on other components of the system.
MA-5	The solution must be architected using service oriented principles to enable the incorporation of new technological advancements for improving resiliency and application performance.
MA-6	The solution must be deployable by functional component as opposed to a site by site deployment approach.
MA-7	The solution must be deployable as a pilot to a limited user group (e.g. by region, by role).
MA-8	The solution must be deployable in a gradual manner while running in parallel with legacy applications and data repositories.

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Maintainability, Serviceability, Manageability (MA)	
Requirement ID	Requirement Description
MA-9	The solution provider should use Infrastructure-as-Code tools to manage and provision the required IT infrastructure.
MA-10	The solution provider should use an automated deployment process based on a Continuous Integration/Continuous Delivery approach in order to deliver code changes more frequently and reliably.
MA-11	Installations of browser plugins should adhere to CSC enterprise deployment technologies (automated processes, scriptable configurations) (e.g., Browser Plugins installed onto a Windows operating system must use Microsoft Endpoint Configuration Manager).
Monitoring	
MA-12	The solution provider must deliver, enable, and support operational process management capabilities such as, but not limited to, enabling a system administrator to safely start and stop any batch processes, scripts for starting and shutting down components, administrator manuals, etc.
MA-13	The Solution must generate logs (e.g., activities, states, errors, events) and metrics (e.g., consumptions, scales, performances) of the individual components that make up the Solution. The outputs of the logs and metrics must be in an industry standard format and support streaming to specified CSC service endpoints.
MA-14	The solution must integrate with Azure Sentinel for Security Information and Event Management (SIEM) to aggregate and correlate Event and Audit Logs from all log sources as they pertain to the management and delivery of the Solution.
MA-15	The solution provider must have a mechanism to capacity-manage data transfer rates to the CSC Protected B Cloud Tenant's log collection capability in order to remain within Canada-approved volumes. This includes but is not limited to: - If event rates are approaching a CSC-specified limit, the solution provider will work with Canada to identify the reason behind the increase and to take the appropriate actions to revert or address the change.

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Maintainability, Serviceability, Manageability (MA)	
Requirement ID	Requirement Description
MA-16	<p>The solution must detect security-relevant error conditions and generates appropriate error messages/log entries. The security error log entries provides sufficient information for corrective actions. Conditions include but are not limited to:</p> <ul style="list-style-type: none">- Unauthorized login attempts- Failed login attempts- Unauthorized API access attempt- Input validation failures- Account locked out- Account inactivity disabling- Inappropriate user activity (e.g. user viewing data not relevant to their role).
MA-17	<p>The solution provider must provide operational and analytical tools with a graphical user interface to allow CSC to identify, measure, and monitor the overall health and status of the system and all of its components, both in real time and through historical analysis. This includes, but is not limited to:</p> <ul style="list-style-type: none">- Resource utilization (memory, CPU, storage)- System Processes- Network monitoring- Disks and file systems- Application monitoring- APIs- Connections to external systems- System user interface- Database- Performance and throughput- System load- Transaction processing metrics- Report generation metrics- Performance metrics to connected external systems
MA-18	<p>The automated monitoring tools should be configurable to define what events will trigger an alert and who the alert should be sent to.</p>

Maintainability, Serviceability, Manageability (MA)	
Requirement ID	Requirement Description
MA-19	The solution must generate real time system alerts for disruptions to the operational states.
MA-20	The solution should allow system event messages to be configured per message type per user for distribution via e-mails, system GUI, or SMS based on user preference.
MA-21	The solution should support broadcast messages (e.g. notification of outages).
MA-22	The solution must classify system event messages by severity (e.g. severe, warning, confirmation or information).

2.5. Localization and Usability

Localization describes the requirements for the target locale and language requirements.

Usability describes the effort required to learn, use and provide input to and interpret the results of a software program.

Localization and Usability (LR)	
Requirement ID	Requirement Description
General Localization	
LR-1	The solution should display dates in the following format: YYYY-MM-DD in conformance with TBITS 36 direction on the representation of dates.
LR-2	The solution should ensure locale-sensitive data is properly displayed (English and Canadian French) including, but not limited to: <ul style="list-style-type: none"> - currency - numbers

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Localization and Usability (LR)	
Requirement ID	Requirement Description
	<ul style="list-style-type: none"> - addresses - time - telephone numbers - weight - height
LR-3	The solution should store time values (e.g. system generated timestamps) in Coordinated Universal Time (UTC) format.
LR-4	The solution should be flexible to allow business rules to determine the manner in which timestamps are displayed to the user (e.g. displaying the time in the time zone of the user, displaying both time and time zone, etc.).
LR-5	The solution should store and display units of measurement using both metric and imperial systems.
Bilingualism	
LR-6	<p>The solution must be localized (English and Canadian French) in accordance with the Official Languages Act, allowing users to work in the language of their choice. This includes (but is not limited to):</p> <ul style="list-style-type: none"> - Application functionality; - Business rules when expressed in writing; - Instructions; - Documentation; - Alternate texts for accessibility; - Images and graphics containing text; - User-facing messages and alerts; - System error messages; - Code table descriptions; - Reference data; - Help, including mouse over text, instructions and directives; and, - Error logs.

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Localization and Usability (LR)	
Requirement ID	Requirement Description
LR-7	The solution should allow the user to toggle between English and Canadian French without having to logout.
LR-8	All system administrator tools must be available to system administrators in the language of their choice. (Canadian French or English)
LR-9	The solution must capture, store and display special characters, particularly, but not limited to French Canadian characters in compliance with Treasury Board Information Technology Standards.
LR-10	The solution must provide a user interface that can be properly rendered in either English or Canadian French. This includes, but is not limited to: <ul style="list-style-type: none"> - screen title - all object labels - all drop down lists - all tool bars
LR-11	The solution should allow a user to select the language of a report or document, independent of the language of the user interface, e.g. in the language of the offender.
LR-12	All application generated watermarks should be available in either English or Canadian French, and should be rendered in the language of the document.
LR-13	All application templates should be available in both English and Canadian French.
LR-14	The solution must allow a user to perform queries based on the language of the user interface and shall return the same query results regardless of the language used in the query.
LR-15	The solution must allow accented characters to be used in queries, reference data and for data entry.

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Localization and Usability (LR)	
Requirement ID	Requirement Description
LR-16	Reference data included in query results, drop down lists and reports must be displayed in the language of the user interface.
LR-17	The solution must provide all online help in the language of the user interface.
LR-18	The solution must provide all user manuals, training materials (including training videos formatted with described video and subtitles), and other related documentation in both official languages.
General Usability	
LR-19	The solution user interfaces must be developed in accordance with Government of Canada standards and industry best practices for UI/UX design and development.
LR-20	The solution should allow the user to use their choice of input device, namely: keyboard, mouse or touch (on applicable devices), when interacting with the user interface.
LR-21	The solution must allow users to navigate between screens (forward and backward) without losing any data they have previously entered.
LR-22	The solution should allow a user to copy labels and text from any screen, even if the information is read only.
LR-23	The solution must ensure data is captured only once and then made available to other applications.
LR-24	The solution must be designed with a responsive user interface so that it can adapt to all screen sizes and resolutions.
LR-25	The solution must use standards based styles and layouts (e.g. style sheets) for the user interface.

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Localization and Usability (LR)	
Requirement ID	Requirement Description
LR-26	The solution must ensure web pages and web feeds are encoded in UTF-8.
Accessibility	
LR-27	The solution must ensure accessibility for users who are visually and/or physically impaired through the use of adaptive technologies in compliance with the Government of Canada's standards for web accessibility.
LR-28	The solution must conform to the Government of Canada's Guideline on Making Information Technology Usable For All. This includes the W3C Web Content Accessibility Guidelines (WCAG) 2.1 and/or the EU Harmonized European Standard, EN 301 549(2018).

Appendix 5 – Glossary of Terms

In this Contract, unless the context otherwise requires, the following terms will have the following meanings:

Term	Meaning
Analytics	Statistical and mathematical data analysis with predictive and/or prescriptive analytical capabilities.
Application	An application is a computer program designed to perform a group of coordinated functions, tasks, or activities for the benefit of the user.
Business Transformation	Business Transformation is about making fundamental changes in how business is conducted in order to help cope with a shift in the business environment.
Change Request	Request to make a change to the hardware, software, applications and processes used by the Contractor to deliver the OMS Modernization Solution. A Change Request is also known as a Request for Change.
Corrections Environment	A corrections environment is defined a facility in which offenders are incarcerated such as provincial or state jails, youth corrections facilities, remand centres, and/or federal correctional facilities.
Critical Service	A service whose compromise in terms of availability or integrity would result in a high degree of injury to the health, safety, security or economic well-being of Canadians, or to the effective functioning of the government.
End-to-end Testing	End-to-end testing is a technique used to test whether the flow of an application from start to finish is behaving as expected. The purpose of performing end-to-end testing is to identify system dependencies, ensure the data integrity is maintained, and confirm communication between various system components, interfaces and databases.
Functional Testing	Functional Testing is a technique used to confirm whether all functional and business requirements are met by the system. It is sometimes also referred to as system testing or product testing.

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Term	Meaning
Integration Testing	Integration testing is the phase in software testing in which individual software modules are combined and tested as a group.
Operational Readiness Testing	Operational readiness testing validates the functionality, architecture and procedures are defined and implemented to enable production support teams to run, maintain and support the system in production.
Mission Critical Application	A business application that is, or supports, a critical service.
Performance Testing	Performance testing is the process of determining the speed or effectiveness of a computer, network, software program or device. This process can involve quantitative tests done in a lab. The object of the test is to confirm that the system can operate at the load levels specified in the performance requirement and any agreed upon service level agreements.
Protected A	Applies to information or assets that, if compromised, could cause injury to an individual, organization or government. Examples include: addresses, age, race, date of birth, and unique identifiers such as social insurance number.
Protected B	Applies to information or assets that, if compromised, could cause serious injury to an individual, organization or government. Examples include: medical information, information protected by solicitor-client or litigation privilege, and information received in confidence from other government departments and agencies.
Protected C	Applies to information or assets that, if compromised, could cause extremely grave injury to an individual, organization or government. This could include information whose compromise could lead to loss of life, serious impediment to the economy, or disruption of critical infrastructure.
Security Requirements Check List (SRCL)	The SRCL provides the personnel and facility clearance requirements.

Term	Meaning
Security Testing	Security testing is a process intended to confirm security mechanisms are in place to protect data and security requirements are adequately incorporated within the system.
Solution	A combination of business processes (end-to-end, automated and manual), procedures, controls, data and software applications that enables a set of business functions or business needs.
Structured Data	Structured data is data that adheres to a pre-defined data model comprised of clearly defined data elements and data types.
Unit and Component Testing	Unit testing is a test of the source code to confirm each line of code or logic branch operates as it has been designed.
User Acceptance Testing	User Acceptance Testing is a type of testing performed by the client and/or business end users to certify that the system meets the requirements that were agreed upon and the application performs as expected. This testing happens in the final phase of testing before moving the software application to the production environment.
Work Breakdown Structure Level 0	Level 0 is the project level (i.e., the OMS Modernization Initiative)
Work Breakdown Structure Level 1	Level 1 is the sub-project or step level (e.g., Prototype, Design, Implementation, etc.
Work Breakdown Structure Level 2	Level 2 is the phase level (e.g., for the solution implementation, identify and describe the phases required to complete the implementation).
Work Breakdown Structure Level 3	Level 3 is the deliverable level. For each phase, identify and describe all deliverables required to be produced in the phase.
Work Breakdown Structure Level 4	Level 4 is the work package. For each deliverable, identify all independent and discrete work packages and their interrelationships required to produce the deliverable.

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Term	Meaning
Work Breakdown Structure Level 5	Level 5 is the activity. For each work package, identify all activities required to complete the work package.
Work Breakdown Structure Level 6	Level 6 is the task. For each activity, identify all tasks required to complete the activity.

Appendix 6 – List of Acronyms

Below is the list of acronyms used in this Statement of Work and associated Appendices and Annexes:

Acronym	Definition
A4D	Assessment for Decision
ACCS	Assistant Commissioner, Corporate Services
API	Application Programming Interface
ATIP	Access to Information and Privacy
BC	Business Continuity
BF	Bring Forward
BI	Business Intelligence
CASA	Computerized Assessment of Substance Abuse
C/G	Complaint or Grievance
CBSA	Canada Border Services Agency
CCC	Community Correctional Centre
CCCS	Canadian Centre for Cyber Security
CCRA	Corrections and Conditional Release Act
CCRR	Corrections and Conditional Release Regulations
CIA	Confidentiality, Integrity, Availability
CIO	Chief Information Officer
CHRC	Canadian Human Rights Commission

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Acronym	Definition
COTS	Commercial Off The-Shelf
CP	Correctional Plan
CPIC	Canadian Police Information Centre
CRF	Community Residential Facility
CRS	Custody Rating Scale
CRS	Corporate Reporting System
CSC	Correctional Service of Canada
CSIS	Canadian Security Intelligence Service
CSP	Cloud Service Provider
CUA	Capability Usability Assessment
DFIA-R	Dynamic Factor Identification and Analysis – Revised (DFIA-R); a scale used to calculate the dynamic risk factors for offenders. Dynamic factors are those that change throughout an offender's life.
DGCOM	Information Management Information Technology Director General Committee
DHCP	Dynamic Host Configuration Protocol
DNS	domain Name System
DR	Disaster Recovery
DRF	Departmental Performance Results Framework
EA	Enterprise Architecture
ESA	Exchange of Service Agreement

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Acronym	Definition
ETA	Escorted Temporary Absences
ETL	Extract-Transform-Load
EXCOM	Executive Committee
FPS	Finger Print Section Number
FVRA	Family Violence Risk Assessment
GC EARB	Government of Canada Enterprise Architecture Review Board
GCSRA	Government of Canada Secure Remote Access
GC	Government of Canada
HRU	Human Rights Unit
HTTPS	Hypertext Transfer Protocol Secure
IA	Impact Assessment
IaaS	Infrastructure as a Service
IDS	Integrated Decision System
IGC	Inmate Grievance Committee
IIS	Internet Information Server
IM/IT	Information Management / Information Technology
IMS	Information Management Services
IoT	Internet of Things
IRU	Information Retrieval Unit
ISH	Indigenous Social History

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Acronym	Definition
ITSG	Information Technology Security Guidance
KPI	Key Performance Indicator
LAN	Local Area Network
LDAP	Lightweight Directory Access Protocol
LTE	Long Term Evolution
LTSO	Long Term Supervision Order
MAI	Manager, Assessment and Interventions
MAP	Management Action Plan
MBIS	Motivation Based Intervention Strategy
MCOM	Information Management Information Technology Management Committee
MEAN	MongoDB, Express, Angular, Node
MHS	Medical Health Services
MOU	Memorandum of Understanding
NAC	National Advisory Committee
NHQ	National Headquarters
OAM	Offender Accommodations Management
OIC	Officer in Charge
OMS	Offender Management System
OMS-L	Offender Management System – Legacy

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Acronym	Definition
OMSM	Offender Management System – Migrated
OMSR	Offender Management System – Renewal
OPM	CSC's Office of Project Management
OPP	Offender Personal Property
PARCC	Project Architecture Review & Costing Committee
PBC	Parole Board of Canada
PBMM	Protected B, medium integrity, medium availability
PD	Performance Direct
PIPEDA	Personal Information Protection and Electronic Documents Act
PIR	Protected Information Report
PKI	Public Key Infrastructure
PMMR	Performance Measurement and Management Reporting
PO	Parole Officer
PP	Penitentiary Placement
QA	Quality Assurance
QC	Quality Control
PRIME	Portal on Results, Information, Measurement and Evaluation
RADAR	Reports of Automated Data Applied to Reintegration
RCMP	Royal Canadian Mounted Police
RCO	Regional Communications Officer

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Acronym	Definition
REST	Representational State Transfer
RFC	Request for Change
RHQ	Regional Headquarters
RPA	Robotic Process Automation
RTC	Regional Transfer Coordinator
SaaS	Software-as-a-Service
SC2G	Secure Cloud to Ground
SDC	Senior Deputy Commissioner
SFA	Static Factor Assessment, structured professional judgement assessment designed to help staff determine the appropriate level of intervention for offenders.
SFTP	SSH File Transfer Protocol
SHU	Special Handling Unit
SIO	Security Intelligence Officer
SIR	Security Intelligence Report
SIU	Structured Intervention Unit
SLA	Service Level Agreement
SM	Sentence Management
SMO	Sentence Management Officer
SOA	Service Oriented Architecture
SOAP	Simple Object Access Protocol

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Acronym	Definition
SOP	Standard Operating Procedure
SOR	Statement of Observation Report
SOW	Statement of Work
SPIN	Security Policy Implementation Notice
SR	Statutory Release
SRCL	Security Requirements Checklist
SRS	Security Reclassification Scale
SRS-W	Security Reclassification Scale for Women
SSC	Shared Services Canada
SSL	Secure Socket Layer
STG	Security Threat Group
TA	Task Authorization
TBS	Treasury Board of Canada Secretariat
TC	Treatment Centre
TCOM	Information Management Information Technology Transformation Committee
TRA	Threat Risk Assessment
UAL	Unlawfully at Large
UAT	User Acceptance Test
UI/UX	User Interface / User Experience

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Acronym	Definition
UID	Unique User Identifier
UoF	Use of Force
UTA	Unescorted Temporary Absence
VAM	Victims Application Module
VB6	Visual Basic 6
VOM	Victim Offender Mediation
VPN	Virtual Private Network
VSO	Victim Services Officer
VSU	Victim Service Unit
WAN	Wide Area Network
WBS	Work Breakdown Structure
WCAG	Web Content Accessibility Guidelines
WCASA	Women's version of the Computerized Assessment of Substance Abuse
WED	Warrant Expiry Date
WINS	Windows Internet Name Service

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Annex B – Statement of Requirements

Technical Bid Evaluation Criteria

1. MANDATORY REQUIREMENTS

ID	Requirement	Description	Evidence to be Provided
M1	Corporate Experience	<p>The Bidder must demonstrate that it has the corporate qualifications, experience and capacity to deliver the proposed Solution by providing an overview of the Bidder’s corporate organization, including, at a minimum:</p> <ul style="list-style-type: none"> a) A description of the corporate structure; b) The number of years in business; c) An overview of main business activities or divisions; d) Number of client organizations using the proposed Solution; e) A list of public safety clients; f) A description of the Bidder’s relationship and experience with the software products included in the proposed Solution; g) The number of versions of the proposed Solution deployed (major and minor releases) to client organizations; h) A corporate history in relation to software solutions for the public safety sector; 	<p>A Word or pdf document of five (5) pages or less addressing items (a) through (i).</p>

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ID	Requirement	Description	Evidence to be Provided
		<p>i) A recent estimate of the number of employees with experience implementing the proposed Solution; and</p> <p>j) An overview of geographic locations.</p>	
M2	Public Safety Project Implementation References	<p>The Bidder must provide two (2) references for large, complex, multi-year system implementation projects of a system similar to OMS Modernization in a public safety environment delivered within the past ten (10) years that includes implementation of the proposed Solution. The references must meet the following criteria:</p> <p>a) The value of the Bidder's contract must be CAD\$10M or greater, including, but not limited to, software acquisition, customization, training, data conversion and deployment;</p> <p>b) Each project must involve a minimum of nine (9) of the business capabilities listed in Annex A – Statement of Work, Appendix 1-Business Capability Descriptions satisfied using the proposed Solution;</p> <p>c) One project must have been completed in the past five years and the second project must have been completed in the past ten years;</p> <p>d) Drawing on the reference projects, the Bidder must demonstrate that it has experience working with business owners implementing operational changes and delivering measurable improvements in efficiency, effectiveness and stakeholder satisfaction with its solution, and that each of the reference projects include the following services:</p>	<p>For each reference, provide:</p> <ul style="list-style-type: none"> • Name of the client organization; • Duration (in months) and go-live date of the reference project; • Version or release number of the proposed Solution implemented; • A description of the business capabilities implemented and their relevance to OMS Modernization; • The Bidder's scope of responsibilities on the reference project; • The project value (CAD\$); and

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ID	Requirement	Description	Evidence to be Provided
		<p>i. Solution analysis;</p> <p>ii. Solution design; and/or</p> <p>iii. Solution development or configuration.</p> <p>Each of the reference projects must also include a minimum of three of the following services:</p> <p>iv. Data conversion;</p> <p>v. Project management;</p> <p>vi. System deployment; and/or</p> <p>vii. Post-deployment stabilization support.</p>	<ul style="list-style-type: none"> Senior client reference details, including name, title, telephone number and email address.
M3	Solution Maintenance Project References	<p>The Bidder must provide two (2) references for projects where maintenance and ongoing support services were provided that meet the following criteria:</p> <p>a) The maintenance and support services must have been provided for a mission-critical system;</p> <p>b) The maintenance and support services must have had a minimum duration of 12 months prior to this RFP closing date;</p> <p>c) Each project must have involved the implementation of a minimum of two maintenance releases;</p> <p>d) Each project must have been implemented to support a minimum of 1,000 licensed users;</p>	<p>For each reference, provide:</p> <ul style="list-style-type: none"> Name of the client organization; Start date, end date, and duration (in months) of the reference project; A list of the maintenance releases implemented; The Bidder's scope of responsibilities on the reference project;

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ID	Requirement	Description	Evidence to be Provided
		<p>e) The services must have been provided in the five years prior to this RFP closing date; and</p> <p>f) Using the reference projects, the Bidder must demonstrate that it has experience performing all of the following services, and that each of the reference projects include two or more of the following services:</p> <ul style="list-style-type: none"> i. Application management services; ii. Software upgrade implementation; and iii. Platform management services. 	<ul style="list-style-type: none"> • The number of licensed users; • Senior client reference details, including name, title, telephone number and email address.
M4	Business capability - Offender Profile Management	The Bidder's proposed Solution must provide an Offender Profile Management Capability to satisfy the business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.2 – Offender Profile Management.	A Word or pdf document of two (2) pages or less, describing how the proposed Solution will satisfy the Offender Profile Management Capability business requirements.
M5	Business capability - Case Documentation	The Bidder's proposed Solution must provide a Case Documentation Capability to satisfy the business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.3 - Case Documentation.	A Word or pdf document of two (2) pages or less, describing how the proposed Solution will satisfy the Case Documentation Capability business requirements.

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ID	Requirement	Description	Evidence to be Provided
M6	Business capability - Sentence Management	The Bidder's proposed Solution must provide a Sentence Management Capability to satisfy the business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.4 - Sentence Management.	A Word or pdf document of two (2) pages or less, describing how the proposed Solution will satisfy the Sentence Management Capability business requirements.
M7	Business capability - Placements and Transfers	The Bidder's proposed Solution must provide a Placements and Transfers Capability to satisfy the business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.6 - Placements and Transfers.	A Word or pdf document of two (2) pages or less, describing how the proposed Solution will satisfy the Placements and Transfers Capability business requirements.
M8	Business capability - Personal Property	The Bidder's proposed Solution must provide a Personal Property Capability to satisfy the business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.7 - Personal Property.	A Word or pdf document of two (2) pages or less, describing how the proposed Solution will satisfy the Personal Property Capability business requirements.
M9	Business capability - Security & Intelligence Management	The Bidder's proposed Solution must provide a Security & Intelligence Management Capability to satisfy the business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.8 - Security & Intelligence Management.	A Word or pdf document of two (2) pages or less, describing how the proposed Solution will satisfy the Security & Intelligence Management Capability business requirements.

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ID	Requirement	Description	Evidence to be Provided
M10	Business capability - Correspondence & Visits	The Bidder's proposed Solution must provide a Correspondence and Visits Capability to satisfy the business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.11 - Correspondence & Visits.	A Word or pdf document of two (2) pages or less, describing how the proposed Solution will satisfy the Correspondence and Visits Capability business requirements.
M11	Business capability - Security Operations Management	The Bidder's proposed Solution must provide a Security Operations Management Capability to satisfy the business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements - Security Operations Management.	A Word or pdf document of two (2) pages or less, describing how the proposed Solution will satisfy the Security Operations Management Capability business requirements.
M12	Business capability - Search and Seizure	The Bidder's proposed Solution must provide a Search and Seizure Capability to satisfy the business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.13 - Search and Seizure.	A Word or pdf document of two (2) pages or less, describing how the proposed Solution will satisfy the Search and Seizure Capability business requirements.
M13	Business capability - Grievance Management	The Bidder's proposed Solution must provide a Grievance Management Capability to satisfy the business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.15 - Grievance Management.	A Word or pdf document of two (2) pages or less, describing how the proposed Solution will satisfy the Grievance Management Capability business requirements.

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ID	Requirement	Description	Evidence to be Provided
M14	Incremental Deployment	<p>The Bidder's proposed Solution must be modular, allowing CSC to deploy individual capabilities or small groups of capabilities without requiring a 'big bang' cutover.</p> <p>a) A modular design; b) Interoperable with legacy applications and other third party software</p>	<p>A Word or pdf document of two (2) pages or less, describing how individual capabilities can be deployed and integrated with the existing application landscape.</p>
M15	Solution Integration Architecture	<p>The Bidder must demonstrate that the proposed Solution utilizes Service-Oriented or Micro-service Architecture industry standards and approaches and includes a library of documented APIs that are available to allow the proposed Solution to retrieve required data from other CSC applications and to allow CSC to retrieve data required for external systems.</p> <p>a) The Solution must be capable of integrating with representational state transfer (REST) APIs provided by CSC to retrieve and/or update offender and other required data from CSC's authoritative datastore(s) b) The proposed Solution's API library must expose business functionality to allow external information consumption and/or updates.</p>	<p>Link to, or listing in Word or pdf of, the existing API library included in the proposed Solution along with a brief description of each, and evidence of:</p> <ul style="list-style-type: none"> • The use of secure authentication standards (preferably open standards); • Business functionality exposed through APIs; and • Alignment to the future architecture vision provided

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ID	Requirement	Description	Evidence to be Provided
		c) All internal and external APIs must protect information through secure authentication methods, preferably using open standards (e.g., OAuth, SAML, etc.).	in Appendix 3 – Technical Landscape
M16	Bilingual Support	<p>The Bidder provide a 100% bilingual (Canadian English and French) Solution on all supported platforms offered in accordance with the Government of Canada Policy on Official Languages. This means users selecting French as their language will not see anything in English in the Solution's Graphical User Interface (GUI), including, but not limited to, help files, tutorials, error messages and legal information. (User-generated content is excluded). The Bidder must demonstrate through its response the proposed Solution provides support for Canadian English and French or include a plan to satisfy the bilingualism requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 2.5. The Bidder must also describe how it intends to provide software releases, on-going support and maintenance services, as well as help desk support in English and French.</p> <p>Refer to https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=26160&section=html for the Government of Canada Policy on Official Languages.</p>	<p>In a Word or pdf, provide either:</p> <ul style="list-style-type: none"> • Screen shots demonstrating a French user interface providing an end-to-end flow for a business transaction relevant to the scope described in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1 Solution Business Requirements; or • A plan to provide bilingual support within 2 years of the RFP closing date.

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ID	Requirement	Description	Evidence to be Provided
M17	Accessibility	<p>The Bidder must describe how its Solution conforms to applicable Government of Canada IT system usability standards for accessibility, which are derived from the World Wide Web Consortium (W3C) Web Content Accessibility Guidelines (WCAG) 2.1 AA Standards and/or the Harmonized European Standard, EN 301 549.</p> <p>Refer to https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32620 for the Government of Canada guidelines on accessibility.</p>	<p>In a Word or pdf, provide either:</p> <ul style="list-style-type: none"> An accessibility conformance report confirming compliance of the proposed Solution to WCAG 2.1 AA standards or the Harmonized European Standard, EN 301 549; or A plan to reach compliance within 2 years of the RFP closing date.
M18	Data Security	<p>The Bidder must ensure that all of the Protected B CSC Data, while at rest or in transit, is encrypted and resides in Canada at all times. The proposed Solution must comply with the TBS directive on electronic data residency (https://www.canada.ca/en/government/system/digital-government/digital-government-innovations/cloud-services/direction-electronic-data-residency.html).</p>	<p>A Word or pdf document of two (2) pages or less, describing:</p> <ul style="list-style-type: none"> Encryption standards for data in transit and data at rest; Encryption key management strategy; Proposed infrastructure landscape and architecture to satisfy data residency requirements; and

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ID	Requirement	Description	Evidence to be Provided
			<ul style="list-style-type: none"> Geographic location of proposed support teams and approach for complying with the data residency requirements.
M19	'Commercial Off The Shelf' (COTS) Product	<p>The proposed Solution must be based on commercially available “off-the-shelf” software that is part of an existing product line with a field-proven operational history (that is, it has not simply been tested in a laboratory or experimental environment). To meet requirements that are unique to Canada, in addition to the COTS base product, the proposed Solution may also include a combination of fully compatible product extensions, open source components or custom software.</p> <p>The resulting configuration of the software must allow operation of the proposed Solution at all times in accordance with Annex A – Statement of Work.</p>	<p>Link to, or listing in Word or pdf of, the commercially available software that forms the basis of the proposed Solution, and:</p> <ul style="list-style-type: none"> Current release version number; and Approximate number of clients using the software

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2. POINT RATED REQUIREMENTS

Several of the Point rated requirements refer to rating scales (OMS Modernization Rated Requirement Scale 1 and OMS Modernization Rated Requirement Scale 2). Details for each rating scale are provided at the end of this section.

When evaluating criteria that specify a page limit for the response, the evaluation will stop once the specified page limit has been reached. Only the information provided in the response up to the page limit will be considered for evaluation purposes.

ID	Requirement	Description	Available Points	Scoring
Corporate Experience				
R1	Project Implementation References	<p>Provide references for large, complex, multi-year system implementation projects of a system similar in scope and scale to OMS Modernization delivered in the past ten (10) years</p> <p>a) The value of the project must be CAD\$10M or greater, including, but not limited to, software acquisition, customization, training, data conversion and deployment;</p> <p>b) Drawing on the reference projects, the Bidder must demonstrate that it has experience</p>	<p>400</p> <p>200</p>	<p>Up to 200 points as follows:</p> <p>100 points for each Corrections Environment reference involving a distinct client that includes solution analysis, design, development or configuration, and implementation of the proposed Solution for a minimum of nine (9) of the business capabilities listed in Annex A – Statement of Work Appendix 1 – Business Capability Descriptions.</p>

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ID	Requirement	Description	Available Points	Scoring
		<p>working with business owners implementing operational changes and delivering measurable improvements in efficiency, effectiveness and stakeholder satisfaction with its solution, and that each of the reference projects include two or more of the following services:</p> <ul style="list-style-type: none"> i. Solution analysis; ii. Solution design iii. Solution development or configuration; and/or iv. Solution integration with legacy or third-party applications. 		<p>50 points for each corrections or public safety environment reference for a distinct client that includes solution analysis, design, development or configuration, and implementation of the proposed Solution for a minimum of five (5) of the business capabilities listed in Annex A – Statement of Work Appendix 1 – Business Capability Descriptions.</p> <p>25 points for each reference outside of a corrections or public safety environment that includes solution analysis, design, development or configuration, and implementation of the proposed Solution for a minimum of five (5) of the business capabilities listed Annex A – Statement of Work Appendix 1 – Business Capability Descriptions up to a maximum of 100 points.</p>
R2	Solution Maintenance Project References	Provide references for projects where maintenance and ongoing support services were provided for mission-critical systems. The maintenance and support services must have had a minimum duration of 12 months prior	150	Up to 150 points as follows:

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ID	Requirement	Description	Available Points	Scoring
		<p>to this RFP closing date, must have been provided within the past five (5) years and meet the following criteria:</p> <p>a) Each project must have involved the implementation of a minimum of two maintenance releases;</p> <p>b) Each project must support a minimum of 5,000 licensed users; and</p> <p>c) Each of the reference projects must include one or more of the following services:</p> <ul style="list-style-type: none"> i. Application management services; ii. Software upgrade implementation; and/or iii. Platform management services. 		<p>50 points for each Corrections Environment reference that includes maintenance and ongoing support for a mission critical system(s).</p> <p>25 points for each public safety environment reference that includes maintenance and ongoing support for a mission critical system(s).</p> <p>10 points for each reference outside of a corrections or public safety environment includes maintenance and ongoing support for a mission critical system(s).</p>
R3	Contributions to the Corrections Ecosystem	Provide examples of corporate contributions to the criminal justice ecosystem. These could include, but are not limited to, conference sponsorship and/or leadership, corporate donations, pro bono work, or industry association contributions.	50	10 points for each unique contribution to the criminal justice ecosystem, up to a maximum of 50 points.
Project Resources			185	

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ID	Requirement	Description	Available Points	Scoring
R4	Project Team Structure and Resourcing Strategy	<p>In five (5) pages or less, the Bidder should describe its proposed project team structure and associated resourcing strategy for the Solution Design and Solution Implementation Steps. The description should include:</p> <ul style="list-style-type: none"> a) A project team structure organizational chart and description of the role responsibilities, authorities, and key skills of Bidder roles down to the team lead level; b) A project team structure organizational chart and description of the proposed alignment to the CSC project governance bodies described in Section 4 of Annex A – Statement of Work; c) A project team structure organizational chart and description of expected CSC roles and resources down to the team lead level; d) A description of how the team structure and resourcing strategy will be used to build CSC capacity and skills; e) A description of how both the Bidder and CSC roles will evolve during the Solution Design and Solution Implementation Steps. 	75	<p>Using the definitions in Rated Requirement Scale 1:</p> <ul style="list-style-type: none"> • 75 points – Very Well Addressed; • 40 points – Satisfactorily Addressed; • 15 points – Minimally Addressed; and • 0 points – Not Addressed.

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ID	Requirement	Description	Available Points	Scoring
		<p>f) A description of the Bidder's approach to leveraging and involving its corporate-wide knowledge, experience and expertise in the project;</p> <p>g) A description of the Bidder's planned resource availability (full-time, part-time, as required, etc.) and resource locations; and</p> <p>h) A description of the Bidder's resource selection, retention and replacement strategies.</p>		
R5	Proposed Project Executive for the OMS Modernization Project	<p>The Bidder should provide a resume for the proposed Project Executive, the senior representative of the Bidder's organization who is ultimately responsible for all aspects of the services. The proposed resource should have experience in the 10 years prior to this RFP posting date as the Project Executive for large, complex, multi-year system implementation projects of a system similar scope and scale to OMS Modernization. For each project the Bidder should provide:</p> <p>a) Name of the client organization;</p> <p>b) Start date, end date, and duration (in months) the proposed resource worked on the project;</p>	20	<p>Up to 20 points as follows:</p> <ul style="list-style-type: none"> • 20 points if the proposed resource has a minimum of 60 months of experience as a Project Executive in the public safety environment; • 15 points if the proposed resource has between a minimum of 48 months of experience as a Project Executive; • 10 points if the proposed resource has between 36 and 47 months of experience as a Project Executive;

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ID	Requirement	Description	Available Points	Scoring
		c) A description of the proposed resource's role and responsibilities; d) The project value (CAD\$); and e) Senior client reference details, including name, title, telephone number and email address.		<ul style="list-style-type: none"> 5 points if the proposed resource has between 24 and 35 months of experience as a Project Executive; and 0 points if the proposed resource has less than 24 months of experience as a Project Executive.
R6	Proposed Business Architect for the OMS Modernization Project	<p>The Bidder should provide a resume for the proposed Business Architect, responsible for the business and functional aspects of the OMS Modernization project.</p> <p>The proposed resource should have experience in the 10 years prior to this RFP posting date as the business architect for large, complex, multi-year system implementation projects of a system similar scope and scale to OMS Modernization in a Corrections Environment. For each project the Bidder should provide:</p> <ol style="list-style-type: none"> Name of the client organization; Start date, end date, and duration (in months) the proposed resource worked on the project; A description of the proposed resource's role and responsibilities; 	20	<p>Up to 20 points as follows:</p> <ul style="list-style-type: none"> 20 points if the proposed resource has a minimum of 60 months of experience as a Business Architect in a Corrections Environment; 15 points if the proposed resource has a minimum of 48 months of experience as a Business Architect in a public safety environment; 10 points if the proposed resource has a minimum of 36 months of experience as a Business Architect; and 5 points if the proposed resource has a minimum of 24 months of experience as a Business Architect.

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ID	Requirement	Description	Available Points	Scoring
		<p>d) The project value (CAD\$); and</p> <p>e) Senior client reference details, including name, title, telephone number and email address.</p>		
R7	Proposed Technical Solution Architect for the OMS Modernization Project	<p>The Bidder should provide a resume for the proposed Technical Solution Architect responsible for the technical implementation of the Solution for the OMS Modernization project. The proposed resource should have experience in the 10 years prior to this RFP posting date as the technical architect for large, complex, multi-year system implementation projects involving integration with legacy applications, and of a system similar scope and scale to OMS Modernization. For each project the Bidder should provide:</p> <p>a) Name of the client organization;</p> <p>b) Start date, end date, and duration (in months) the proposed resource worked on the project;</p> <p>c) A description of the proposed resource's role and responsibilities;</p> <p>d) The project value (CAD\$); and</p>	20	<p>Up to 20 points as follows:</p> <ul style="list-style-type: none"> • 20 points if the proposed resource has a minimum of 60 months of experience as a Technical Solution Architect for the proposed Solution; • 15 points if the proposed resource has a minimum of 48 months of experience with the proposed Solution; • 10 points if the proposed resource has a minimum of 36 months of experience as a Technical Solution Architect; and • 5 points if the proposed resource has a minimum of 24 months of experience as a Technical Solution Architect.

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ID	Requirement	Description	Available Points	Scoring
		e) Senior client reference details, including name, title, telephone number and email address.		
R8	Professional Services Resources	<p>The Bidder should provide three (3) resumes for each of the following roles as described in Section 10 of Annex A - Statement of Work:</p> <ul style="list-style-type: none"> a) Data Architect; b) Security Architect; c) Systems Analyst; d) Programmer / Software Developer; and e) Data Conversion / Migration Specialist 	50	<p>Up to 10 points per role as follows:</p> <ul style="list-style-type: none"> • 10 points if the 3 proposed resources all have a minimum of 60 months of experience in their respective roles working with the proposed Solution; • 2 points per resource with over 48 months of experience working with the proposed Solution; • 1 point per resource with a minimum of 24 months of experience in the respective role; and • 0 points per resource with less than 24 months of experience in the respective role.
Proposed Solution Business Capabilities (Minimum required score 1,155 points)			1925	

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ID	Requirement	Description	Available Points	Scoring
Business capability -Enabling Capabilities				
R9	Business capability - Enabling Capabilities	In five (5) pages or less, the Bidder should describe how the proposed Solution will satisfy the Enabling Capabilities business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.1 - Enabling Capabilities.	40	Using the definitions in Rated Requirement Scale 1: <ul style="list-style-type: none"> 40 points – Very Well Addressed 25 points – Satisfactorily Addressed 10 points – Minimally Addressed 0 points – Not Addressed
R10	Business capability - Enabling Capabilities Implementation Experience	<p>The Bidder should list existing clients currently using the Enabling Capabilities in production. For each client the Bidder should provide:</p> <ul style="list-style-type: none"> a) Name of the client organization; b) Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and c) Senior client reference details, including name, title, telephone number and email address. 	20	5 points for each client up to a maximum of 20 points

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ID	Requirement	Description	Available Points	Scoring
R11	Business capability - Enabling Capabilities Requirements	For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.1 - Enabling Capabilities the Bidder should indicate the availability of the functionality in the proposed Solution. For those items that are identified as ‘Currently Available’, a screen shot or other substantiation should be provided.	140	All requirements for this capability will be scored using the definitions in Rated Requirement Scale 2. Scores will be weighted to correspond to a maximum possible score of 140.
Business capability - Offender Profile Management				
R12	Business capability - Offender Profile Management	In two (2) pages or less, the Bidder should describe how the proposed Solution will satisfy the Offender Profile Management Capability business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.2 – Offender Profile Management.	20	Using the definitions in Rated Requirement Scale 1: <ul style="list-style-type: none"> 20 points – Very Well Addressed 15 points – Satisfactorily Addressed 5 points – Minimally Addressed 0 points – Not Addressed
R13	Business capability - Offender Profile Management Implementation Experience	The Bidder should list existing clients currently using the Offender Profile Management capability in production. For each client the Bidder should provide: a) Name of the client organization;	10	2 points for each client up to a maximum of 10 points

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ID	Requirement	Description	Available Points	Scoring
		b) Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and c) Senior client reference details, including name, title, telephone number and email address.		
R14	Business capability - Offender Profile Management Requirements	For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.2 - Offender Profile Management the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale provided. For those items that are identified as 'Currently Available', a screen shot or other substantiation should be provided.	70	All requirements for this capability will be scored using the definitions in Rated Requirement Scale 2. Scores will be weighted to correspond to a maximum possible score of 70.
Business capability - Case Documentation			75	
R15	Business capability - Case Documentation	In two (2) pages or less, the Bidder should describe how the proposed Solution will satisfy the Offender Case Documentation Capability business requirements provided in Annex A – Statement of Work Appendix 4 –	15	Using the definitions in Rated Requirement Scale 1: <ul style="list-style-type: none"> 15 points – Very Well Addressed 8 points – Satisfactorily Addressed

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ID	Requirement	Description	Available Points	Scoring
		Solution Requirements Section 1.3 - Case Documentation.		<ul style="list-style-type: none"> 3 points – Minimally Addressed 0 points – Not Addressed
R16	Business capability - Case Documentation Implementation Experience	<p>The Bidder should list existing clients currently using the Case Documentation capability in production. For each client the Bidder should provide:</p> <ul style="list-style-type: none"> a) Name of the client organization; b) Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and c) Senior client reference details, including name, title, telephone number and email address. 	10	2 points for each client up to a maximum of 10 points
R17	Business capability - Case Documentation Requirements	For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.3 - Case Documentation the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale provided. For those	50	All requirements for this capability will be scored using the definitions in Rated Requirement Scale 2. Scores will be weighted to correspond to a maximum possible score of 50.

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ID	Requirement	Description	Available Points	Scoring
		items that are identified as 'Currently Available', a screen shot or other substantiation should be provided.		
Business capability - Sentence Management				
R18	Business capability - Sentence Management	In two (2) pages or less, the Bidder should describe how the proposed Solution will satisfy the Sentence Management Capability business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.4 - Sentence Management.	40	Using the definitions in Rated Requirement Scale 1: <ul style="list-style-type: none"> 40 points – Very Well Addressed 25 points – Satisfactorily Addressed 10 points – Minimally Addressed 0 points – Not Addressed
R19	Business capability - Sentence Management Implementation Experience	<p>The Bidder should list existing clients currently using the Sentence Management capability in production. For each client the Bidder should provide:</p> <ul style="list-style-type: none"> a) Name of the client organization; b) Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and c) Senior client reference details, including name, title, telephone number and email address. 	20	5 points for each client up to a maximum of 20 points

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ID	Requirement	Description	Available Points	Scoring
R20	Business capability - Sentence Management Requirements	For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.4 - Sentence Management the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale provided. . For those items that are identified as ‘Currently Available’, a screen shot or other substantiation should be provided.	140	All requirements for this capability will be scored using the definitions in Rated Requirement Scale 2. Scores will be weighted to correspond to a maximum possible score of 140.
Business capability - Offender Assessment Management				40
R21	Business capability - Offender Assessment Management	In two (2) pages or less, the Bidder should describe how the proposed Solution will satisfy the Offender Assessment Management Capability business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.5 - Offender Assessment Management.	10	Using the definitions in Rated Requirement Scale 1: <ul style="list-style-type: none"> 10 points – Very Well Addressed 5 points – Satisfactorily Addressed 2 points – Minimally Addressed 0 points – Not Addressed
R22	Business capability - Offender Assessment Management	The Bidder should list existing clients currently using the Offender Assessment Management capability in production. For each client the Bidder should provide:	5	1 points for each client up to a maximum of 5 points

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ID	Requirement	Description	Available Points	Scoring
	Implementation Experience	a) Name of the client organization; b) Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and c) Senior client reference details, including name, title, telephone number and email address.		
R23	Business capability - Offender Assessment Management Requirements	For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.5 - Offender Assessment Management the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale provided. For those items that are identified as 'Currently Available', a screen shot or other substantiation should be provided.	25	All requirements for this capability will be scored using the definitions in Rated Requirement Scale 2. Scores will be weighted to correspond to a maximum possible score of 25.
Business capability - Placements and Transfers			140	

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ID	Requirement	Description	Available Points	Scoring
R24	Business capability - Placements and Transfers	In two (2) pages or less, the Bidder should describe how the proposed Solution will satisfy the Placements and Transfers Capability business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.6 - Placements and Transfers.	25	Using the definitions in Rated Requirement Scale 1: <ul style="list-style-type: none"> • 25 points – Very Well Addressed • 15 points – Satisfactorily Addressed • 5 points – Minimally Addressed • 0 points – Not Addressed
R25	Business capability - Placements and Transfers Implementation Experience	The Bidder should list existing clients currently using the Placements and Transfers capability in production. For each client the Bidder should provide: <ol style="list-style-type: none"> Name of the client organization; Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and Senior client reference details, including name, title, telephone number and email address. 	15	3 points for each client up to a maximum of 15 points
R26	Business capability - Placements and Transfers Requirements	For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.6 - Placements and Transfers the Bidder should indicate the availability of the functionality in the proposed	100	All requirements for this capability will be scored using the definitions in Rated Requirement Scale 2. Scores will be weighted to

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ID	Requirement	Description	Available Points	Scoring
		Solution using the instructions and scale provided. For those items that are identified as 'Currently Available', a screen shot or other substantiation should be provided.		correspond to a maximum possible score of 100.
Business capability - Personal Property				
R27	Business capability - Personal Property	In two (2) pages or less, the Bidder should describe how the proposed Solution will satisfy the Personal Property Capability business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.7 - Personal Property.	20	Using the definitions in Rated Requirement Scale 1: <ul style="list-style-type: none"> • 20 points – Very Well Addressed • 15 points – Satisfactorily Addressed • 5 points – Minimally Addressed • 0 points – Not Addressed
R28	Business capability - Personal Property Implementation Experience	The Bidder should list existing clients currently using the Personal Property capability in production. For each client the Bidder should provide: a) Name of the client organization; b) Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and c) Senior client reference details, including name, title, telephone number and email address.	10	2 points for each client up to a maximum of 10 points

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ID	Requirement	Description	Available Points	Scoring
R29	Business capability - Personal Property Requirements	For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.7 - Personal Property the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale provided. For those items that are identified as 'Currently Available', a screen shot or other substantiation should be provided.	70	All requirements for this capability will be scored using the definitions in Rated Requirement Scale 2. Scores will be weighted to correspond to a maximum possible score of 70.
Business capability - Security & Intelligence Management			100	
R30	Business capability - Security & Intelligence Management	In two (2) pages or less, the Bidder should describe how the proposed Solution will satisfy the Security & Intelligence Management Capability business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.8 - Security & Intelligence Management.	20	Using the definitions in Rated Requirement Scale 1: <ul style="list-style-type: none"> • 20 points – Very Well Addressed • 15 points – Satisfactorily Addressed • 5 points – Minimally Addressed • 0 points – Not Addressed
R31	Business capability - Security & Intelligence	The Bidder should list existing clients currently using the Security & Intelligence Management capability in production. For each client the Bidder should provide:	10	2 points for each client up to a maximum of 10 points

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ID	Requirement	Description	Available Points	Scoring
	Management Implementation Experience	a) Name of the client organization; b) Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and c) Senior client reference details, including name, title, telephone number and email address.		
R32	Business capability - Security & Intelligence Management Requirements	For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.8 - Security & Intelligence Management the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale provided. For those items that are identified as 'Currently Available', a screen shot or other substantiation should be provided.	70	All requirements for this capability will be scored using the definitions in Rated Requirement Scale 2. Scores will be weighted to correspond to a maximum possible score of 70.
Business capability - Interventions and Service Management			40	
R33	Business capability - Interventions and Service Management	In two (2) pages or less, the Bidder should describe how the proposed Solution will satisfy the Interventions and Service Management Capability business requirements	10	Using the definitions in Rated Requirement Scale 1: • 10 points – Very Well Addressed

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ID	Requirement	Description	Available Points	Scoring
		provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.9 - Interventions and Service Management.		<ul style="list-style-type: none"> 5 points – Satisfactorily Addressed 2 points – Minimally Addressed 0 points – Not Addressed
R34	Business capability - Interventions and Service Management Implementation Experience	<p>The Bidder should list existing client currently using the Interventions and Service Management capability in production. For each client the Bidder should provide:</p> <ul style="list-style-type: none"> a) Name of the client organization; b) Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and c) Senior client reference details, including name, title, telephone number and email address. 	5	1 points for each client up to a maximum of 5 points
R35	Business capability - Interventions and Service Management Requirements	For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.9 - Interventions and Service Management the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale provided. For those items that are identified as	25	All requirements for this capability will be scored using the definitions in Rated Requirement Scale 2. Scores will be weighted to correspond to a maximum possible score of 25.

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ID	Requirement	Description	Available Points	Scoring
		'Currently Available', a screen shot or other substantiation should be provided.		
Business capability - Case Planning			75	
R36	Business capability - Case Planning	In two (2) pages or less, the Bidder should describe how the proposed Solution will satisfy the Case Planning Capability business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.10 - Case Planning.	15	Using the definitions in Rated Requirement Scale 1: <ul style="list-style-type: none"> 15 points – Very Well Addressed 8 points – Satisfactorily Addressed 3 points – Minimally Addressed 0 points – Not Addressed
R37	Business capability - Case Planning Implementation Experience	The Bidder should list existing clients currently using the Case Planning capability in production. For each clients the Bidder should provide: a) Name of the client organization; b) Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and c) Senior client reference details, including name, title, telephone number and email address.	10	2 points for each client up to a maximum of 10 points

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ID	Requirement	Description	Available Points	Scoring
		.		
R38	Business capability - Case Planning Requirements	For each requirement provided Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.10 - Case Planning the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale provided. For those items that are identified as 'Currently Available', a screen shot or other substantiation should be provided.	50	All requirements for this capability will be scored using the definitions in Rated Requirement Scale 2. Scores will be weighted to correspond to a maximum possible score of 50.
Business capability - Correspondence & Visits			75	
R39	Business capability - Correspondence & Visits	In two (2) pages or less, the Bidder should describe how the proposed Solution will satisfy the Correspondence & Visits Capability business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.11 - Correspondence & Visits.	15	Using the definitions in Rated Requirement Scale 1: <ul style="list-style-type: none"> 15 points – Very Well Addressed 8 points – Satisfactorily Addressed 3 points – Minimally Addressed 0 points – Not Addressed
R40	Business capability - Correspondence & Visits	The Bidder should list existing clients currently using the Correspondence & Visits capability in production. For each client the Bidder should provide:	10	2 points for each client up to a maximum of 10 points

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ID	Requirement	Description	Available Points	Scoring
	Implementation Experience	a) Name of the client organization; b) Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and c) Senior client reference details, including name, title, telephone number and email address.		
R41	Business capability - Correspondence & Visits Requirements	For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.11 - Correspondence & Visits the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale provided. For those items that are identified as 'Currently Available', a screen shot or other substantiation should be provided.	50	All requirements for this capability will be scored using the definitions in Rated Requirement Scale 2. Scores will be weighted to correspond to a maximum possible score of 50.
Business capability - Security Operations Management			140	
R42	Business capability - Security Operations Management	In two (2) pages or less, the Bidder should describe how the proposed Solution will satisfy the Security Operations Management Capability business requirements provided in Annex A – Statement of Work	25	Using the definitions in Rated Requirement Scale 1: <ul style="list-style-type: none"> • 25 points – Very Well Addressed • 15 points – Satisfactorily Addressed

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ID	Requirement	Description	Available Points	Scoring
		Appendix 4 – Solution Requirements Section 1.12 - Security Operations Management.		<ul style="list-style-type: none"> 5 points – Minimally Addressed 0 points – Not Addressed
R43	Business capability - Security Operations Management Implementation Experience	<p>The Bidder should list existing clients currently using the Security Operations Management capability in production. For each client the Bidder should provide:</p> <ul style="list-style-type: none"> a) Name of the client organization; b) Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and c) Senior client reference details, including name, title, telephone number and email address. 	15	3 points for each client up to a maximum of 15 points
R44	Business capability - Security Operations Management Requirements	For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.12 - Security Operations Management the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale provided. For those items that are identified as	100	All requirements for this capability will be scored using the definitions in Rated Requirement Scale 2. Scores will be weighted to correspond to a maximum possible score of 100.

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ID	Requirement	Description	Available Points	Scoring
		'Currently Available', a screen shot or other substantiation should be provided.		
Business capability - Search and Seizure			100	
R45	Business capability - Search and Seizure	In two (2) pages or less, the Bidder should describe how the proposed Solution will satisfy the Search and Seizure Capability business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.13 - Search and Seizure.	20	Using the definitions in Rated Requirement Scale 1: <ul style="list-style-type: none"> • 20 points – Very Well Addressed • 15 points – Satisfactorily Addressed • 5 points – Minimally Addressed • 0 points – Not Addressed
R46	Business capability - Search and Seizure Implementation Experience	The Bidder should list existing client currently using the Search and Seizure capability in production. For each client the Bidder should provide: a) Name of the client organization; b) Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and c) Senior client reference details, including name, title, telephone number and email address.	10	2 points for each client up to a maximum of 10 points

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ID	Requirement	Description	Available Points	Scoring
R47	Business capability - Search and Seizure Requirements	For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.13 - Search and Seizure the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale provided. For those items that are identified as 'Currently Available', a screen shot or other substantiation should be provided.	70	All requirements for this capability will be scored using the definitions in Rated Requirement Scale 2. Scores will be weighted to correspond to a maximum possible score of 70.
Business capability - Victims Services			100	
R48	Business capability - Victims Services	In two (2) pages or less, the Bidder should describe how the proposed Solution will satisfy the Victims Services business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.14 - Victims Services.	20	Using the definitions in Rated Requirement Scale 1: <ul style="list-style-type: none"> 20 points – Very Well Addressed 15 points – Satisfactorily Addressed 5 points – Minimally Addressed 0 points – Not Addressed
R49	Business capability - Victims Services	The Bidder should list existing clients currently using the Victims Services capability in production. For each client the Bidder should provide:	10	2 points for each client up to a maximum of 10 points

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ID	Requirement	Description	Available Points	Scoring
	Implementation Experience	a) Name of the client organization; b) Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and c) Senior client reference details, including name, title, telephone number and email address.		
R50	Business capability - Victims Services Requirements	For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.14 - Victims Services the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale provided. For those items that are identified as 'Currently Available', a screen shot or other substantiation should be provided.	70	All requirements for this capability will be scored using the definitions in Rated Requirement Scale 2. Scores will be weighted to correspond to a maximum possible score of 70.
Business capability - Grievance Management			100	
R51	Business capability - Grievance Management	In two (2) pages or less, the Bidder should describe how the proposed Solution will satisfy the Grievance Management business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.15 - Grievance Management.	20	Using the definitions in Rated Requirement Scale 1: <ul style="list-style-type: none"> 20 points – Very Well Addressed 15 points – Satisfactorily Addressed 5 points – Minimally Addressed

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ID	Requirement	Description	Available Points	Scoring
				<ul style="list-style-type: none"> 0 points – Not Addressed
R52	Business capability - Grievance Management Implementation Experience	<p>The Bidder should list existing client currently using the Grievance Management capability in production. For each client the Bidder should provide:</p> <p>a) Name of the client organization; b) Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and c) Senior client reference details, including name, title, telephone number and email address.</p>	10	2 points for each client up to a maximum of 10 points
R53	Business capability - Grievance Management Requirements	For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.15 - Grievance Management the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale provided. For those items that are identified as	70	All requirements for this capability will be scored using the definitions in Rated Requirement Scale 2. Scores will be weighted to correspond to a maximum possible score of 70.

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ID	Requirement	Description	Available Points	Scoring
		'Currently Available', a screen shot or other substantiation should be provided.		
Business capability - Offender Community Supervision			40	
R54	Business capability - Offender Community Supervision	In two (2) pages or less, the Bidder should describe how the proposed Solution will satisfy the Offender Community Supervision business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.16 - Offender Community Supervision.	10	Using the definitions in Rated Requirement Scale 1: <ul style="list-style-type: none"> 10 points – Very Well Addressed 5 points – Satisfactorily Addressed 2 points – Minimally Addressed 0 points – Not Addressed
R55	Business capability - Offender Community Supervision Implementation Experience	The Bidder should list existing clients currently using the Offender Community Supervision capability in production. For each client the Bidder should provide: a) Name of the client organization; b) Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and c) Senior client reference details, including name, title, telephone number and email address.	5	1 points for each client up to a maximum of 5 points

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ID	Requirement	Description	Available Points	Scoring
R56	Business capability - Offender Community Supervision Requirements	For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.16 - Offender Community Supervision the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale provided. For those items that are identified as 'Currently Available', a screen shot or other substantiation should be provided.	25	All requirements for this capability will be scored using the definitions in Rated Requirement Scale 2. Scores will be weighted to correspond to a maximum possible score of 25.
Business capability - Offender Release and Absence Management				100
R57	Business capability - Offender Release and Absence Management	In two (2) pages or less, the Bidder should describe how the proposed Solution will satisfy the Offender Release and Absence Management business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.17 - Offender Release and Absence Management.	20	Using the definitions in Rated Requirement Scale 1: <ul style="list-style-type: none"> 20 points – Very Well Addressed 15 points – Satisfactorily Addressed 5 points – Minimally Addressed 0 points – Not Addressed

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R58	Business capability - Offender Release and Absence Management Implementation Experience	<p>The Bidder should list existing clients currently using the Offender Release and Absence Management capability in production. For each client the Bidder should provide:</p> <ul style="list-style-type: none"> a) Name of the client organization; b) Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and c) Senior client reference details, including name, title, telephone number and email address. 	10	2 points for each client up to a maximum of 10 points
R59	Business capability - Offender Release and Absence Management Requirements	<p>For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.17 - Offender Release and Absence Management the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale provided. For those items that are identified as 'Currently Available', a screen shot or other substantiation should be provided.</p>	70	All requirements for this capability will be scored using the definitions in Rated Requirement Scale 2. Scores will be weighted to correspond to a maximum possible score of 70.

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ID	Requirement	Description	Available Points	Scoring
Business capability - Decisions Management				
R60	Business capability - Decisions Management	In two (2) pages or less, the Bidder should describe how the proposed Solution will satisfy the Decisions Management business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.18 - Decisions Management.	20	Using the definitions in Rated Requirement Scale 1: <ul style="list-style-type: none"> 20 points – Very Well Addressed 15 points – Satisfactorily Addressed 5 points – Minimally Addressed 0 points – Not Addressed
R61	Business capability - Decisions Management Implementation Experience	<p>The Bidder should list existing clients currently using the Decisions Management capability in production. For each client the Bidder should provide:</p> <ul style="list-style-type: none"> a) Name of the client organization; b) Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and c) Senior client reference details, including name, title, telephone number and email address. 	10	2 points for each client up to a maximum of 10 points

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ID	Requirement	Description	Available Points	Scoring
R62	Business capability - Decisions Management Requirements	For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.18 - Decisions Management the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale provided. For those items that are identified as 'Currently Available', a screen shot or other substantiation should be provided.	70	All requirements for this capability will be scored using the definitions in Rated Requirement Scale 2. Scores will be weighted to correspond to a maximum possible score of 70.
Business capability - Performance and Management Reporting				
R63	Business capability - Performance and Management Reporting	In two (2) pages or less, the Bidder should describe how the proposed Solution will satisfy the Performance and Management Reporting business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.19 - Performance and Management Reporting.	20	Using the definitions in Rated Requirement Scale 1: <ul style="list-style-type: none"> • 20 points – Very Well Addressed • 15 points – Satisfactorily Addressed • 5 points – Minimally Addressed • 0 points – Not Addressed
R64	Business capability - Performance and Management Reporting Implementation Experience	The Bidder should list existing client currently using the Performance and Management Reporting capability in production. For each client the Bidder should provide: a) Name of the client organization;	10	2 points for each client up to a maximum of 10 points

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ID	Requirement	Description	Available Points	Scoring
		b) Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and c) Senior client reference details, including name, title, telephone number and email address.		
R65	Business capability - Performance and Management Reporting Requirements	For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.19 - Performance and Management Reporting the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale provided. For those items that are identified as 'Currently Available', a screen shot or other substantiation should be provided.	70	All requirements for this capability will be scored using the definitions in Rated Requirement Scale 2. Scores will be weighted to correspond to a maximum possible score of 70.
Proposed Solution Technical Capabilities (Minimum required score 1,110 points)			1850	
Proposed Solution Architecture			700	
R66	Overall Solution Architecture	The Bidder should describe the proposed architecture to meet CSC's technical capabilities described in Appendix 2 to the Statement of Work and the technical	150	Using the definitions in Rated Requirement Scale 1: <ul style="list-style-type: none"> 150 points – Very Well Addressed

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ID	Requirement	Description	Available Points	Scoring
		<p>requirements provide in Annex A – Statement of Work Appendix 4 – Solution Requirements. The bidder should provide an overview of the enabling technology stack and architecture of the proposed Solution. The description of the overall architecture and its components and layers, should include, at a minimum:</p> <ul style="list-style-type: none"> a) Application architecture; b) Application Program Interfaces (APIs) and Service Integration Layer; c) Legacy integration architecture; d) Reporting and Analytics Architecture; e) Technology Architecture; f) Security Architecture; g) Information Architecture; and h) Disaster recovery. 		<ul style="list-style-type: none"> • 75 points – Satisfactorily Addressed • 25 points – Minimally Addressed • 0 points – Not Addressed
R67	Component-based Architecture and Integration	<p>CSC would like to be able to get a 'quick win' and build continuing support for modernization by deploying one business capability early in the project.</p> <p>The Bidder should describe what would be required to deploy the Offender Personal Property capability as a</p>	100	<p>The response will be evaluated based on the degree to which the Bidder demonstrates that its proposed Solution is:</p> <ul style="list-style-type: none"> c) A modular design; d) Interoperable with legacy applications and other third party software

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ID	Requirement	Description	Available Points	Scoring
		<p>standalone module integrated with the existing legacy Offender Management System (OMS). The description should include how the proposed Solution provides a modular architecture that allows for the use of select functions.</p> <p>Also describe the activities required in the following areas:</p> <p>a) Solution requirements, design and configuration b) Custom development (if any); c) Technical environment requirements; d) Data conversion requirements; e) API development required for access to existing offender data; f) APIs available for existing applications to access personal property data; g) Implementation plan; and h) Support required from CSC to implement the capability.</p>		<p>e) A service-oriented or micro-service architecture, including the degree to which the proposed Solution supports API integration</p> <p>Using the definitions in Rated Requirement Scale 1 and the focus areas above:</p> <ul style="list-style-type: none"> • 100 points – Very Well Addressed • 50 points – Satisfactorily Addressed • 25 points – Minimally Addressed • 0 points – Not Addressed

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ID	Requirement	Description	Available Points	Scoring
R68	Data Architecture	<p>The Bidder should describe the proposed data architecture to support CSC's future architecture vision provided in Appendix 3 to Annex A Statement of Work. The descriptions should include, at a minimum, the following:</p> <ul style="list-style-type: none"> a) The architecture of the proposed Solution to leverage the CSC integration layer to share data with other applications, including, but not limited to, Structured Intervention Units (SIU) and the data warehouse; b) The document management tools or integration available in the proposed Solution; c) The integration of the proposed Solution with CSC's existing data architecture. For example, CSC asks for and receives offender-related data from a number of external sources, including, but not limited to, the 13 provincial and territorial courts and criminal justice partners such as the Royal Canadian Mounted Police. CSC will continue to be responsible for receiving, processing and consolidating the data received. Describe how the proposed Solution will 	100	<p>Using the definitions in Rated Requirement Scale 1:</p> <ul style="list-style-type: none"> • 100 points – Very Well Addressed • 50 points – Satisfactorily Addressed • 25 points – Minimally Addressed • 0 points – Not Addressed

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ID	Requirement	Description	Available Points	Scoring
		access and store the data and the integration capabilities expected from CSC; and d) How the proposed Solution will access, store, maintain and share offender master data and transactional application data with applications developed outside of the proposed Solution.		
R69	User Experience and User Interface Integration	<p>As described in Appendix 3 – Technical Landscape in Annex A – Statement of Work, the offender management application landscape will involve a hybrid architecture including both the proposed Solution components and existing custom-developed applications such as structured intervention units. A consistent, seamless user experience and user interface will be critical in driving adoption and acceptance of the proposed Solution.</p> <p>The Bidder should describe the standards, tools and capabilities available in the proposed Solution and the recommended approach to enable one common user interface to ensure a seamless user experience across both the proposed Solution and new or existing capabilities developed externally.</p>	50	<p>Using the definitions in Rated Requirement Scale 1:</p> <ul style="list-style-type: none"> • 50 points – Very Well Addressed • 25 points – Satisfactorily Addressed • 10 points – Minimally Addressed • 0 points – Not Addressed

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ID	Requirement	Description	Available Points	Scoring
R70	Application Single Sign-on	<p>As described in Annex A – Statement of Work, CSC's future vision is for a hybrid architecture that involves a combination of the proposed Solution, custom developed applications such as Structured Intervention Units, and the legacy OMS through the transition phase. A single sign-on solution will be required to provide an acceptable user experience as users move between the various functional modules.</p> <p>The Bidder should describe how the proposed Solution provides:</p> <p>a) A single sign-on capability that allows internal users access to the full scope of their authorized functionality without needing to sign in to the proposed Solution if they have authenticated prior to launching the application. The description should include the data and security functions required when invoking the application;</p>	25	<p>Using the definitions in Rated Requirement Scale 1:</p> <ul style="list-style-type: none"> • 25 points – Very Well Addressed • 10 points – Satisfactorily Addressed • 5 points – Minimally Addressed • 0 points – Not Addressed

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ID	Requirement	Description	Available Points	Scoring
		<p>b) A single sign-on capability that allows internal users access to the full scope of their authorized functionality, including modules or applications developed outside of the Bidder's proposed Solution (e.g., once authenticated for access to the proposed Solution, users are able to access the Structured Intervention Units application without having to sign in separately); and</p> <p>c) A single sign-on capability that allows external users access to the full scope of their authorized functionality.</p>		
R71	Infrastructure and Solution Hosting	<p>To comply with the Government of Canada Cloud First strategy (https://www.canada.ca/en/government/system/digital-government/digital-government-innovations/cloud-services/government-canada-cloud-adoption-strategy.html#toc6) , the Solution should be hosted in a Government of Canada approved Protected B (secure) cloud environment. This cloud tenancy could be supplied by either the Bidder (as part of a Software-as-a-Service model) or by CSC.</p>	100	<p>A maximum of 100 points are available and will be allocated as follows:</p> <ul style="list-style-type: none"> • 50 points for each client currently using the proposed Solution in a secure cloud implementation • 25 points for each client with a hybrid on premise – cloud deployment where a portion of the proposed Solution is deployed to a cloud environment

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ID	Requirement	Description	Available Points	Scoring
		<p>The Bidder should demonstrate that the proposed Solution can be deployed to a secure cloud tenancy by describing the cloud deployments completed for existing clients. The Bidder should clearly describe the solution components deployed to the cloud, any integration with legacy or on-premise components, the cloud service provider (AWS, Azure, etc.), and the cloud tenancy support responsibilities (Bidder or client organization).</p> <p>For each client the Bidder should provide:</p> <p>a) Name of the client organization; b) Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and c) Senior client reference details, including name, title, telephone number and email address.</p>		
R72	Cloud Implementation	As described in Appendix 3 – Technical Landscape in Annex A – Statement of Work, the proposed Solution is to leverage a public cloud deployment, either through a software-as-a-service (SaaS) or Infrastructure as a	150	<p>Using the definitions in Rated Requirement Scale 1:</p> <ul style="list-style-type: none"> 150 points – Very Well Addressed

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ID	Requirement	Description	Available Points	Scoring
		Service (IaaS) model, The Bidder should describe the approach, architecture and capabilities available to manage the proposed solution under one or both of these models. In particular, for the IaaS model, the Bidder should describe the architecture, design and steps included to design, configure, customize, deploy and manage the proposed Solution in CSC's secure cloud environment.		<ul style="list-style-type: none"> 75 points – Satisfactorily Addressed 25 points – Minimally Addressed 0 points – Not Addressed
R73	Data Storage	<p>The Bidder should describe how the proposed Solution supports the ability to reduce data management storage costs by:</p> <ul style="list-style-type: none"> a) Moving inactive or archived data to lower cost storage (e.g., hot vs cool vs archive data storage); b) Retrieving data from lower cost storage into active; c) Providing user configurable time period parameters to automatically set hot, cool, and archive retention periods for different data types. 	25	<p>Using the definitions in Rated Requirement Scale 1:</p> <ul style="list-style-type: none"> 25 points – Very Well Addressed 10 points – Satisfactorily Addressed 5 points – Minimally Addressed 0 points – Not Addressed
Technical Capability – Compatibility & Integration			350	
R74	Technical Capability - Compatibility & Integration	In five (5) pages or less, the Bidder should describe how the proposed Solution will satisfy the Compatibility & Integration technical requirements provided in Annex A	50	<p>Using the definitions in Rated Requirement Scale 1:</p> <ul style="list-style-type: none"> 50 points – Very Well Addressed

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ID	Requirement	Description	Available Points	Scoring
		– Statement of Work Appendix 4 – Solution Requirements Section 2.1 - Compatibility & Integration.		<ul style="list-style-type: none"> • 25 points – Satisfactorily Addressed • 10 points – Minimally Addressed • 0 points – Not Addressed
R75	Technical Capability - Compatibility & Integration – CSC Web Service Integration	In three (3) pages or less, the Bidder should describe the Solution's capabilities related to invoking synchronous web service APIs provided by CSC via open industry standards when the authoritative source of the data and/or functionality resides in other systems. The description should include information for both SOAP and REST/JSON APIs.	50	<p>Using the definitions in Rated Requirement Scale 1:</p> <ul style="list-style-type: none"> • 50 points – Very Well Addressed • 25 points – Satisfactorily Addressed • 10 points – Minimally Addressed • 0 points – Not Addressed
R76	Technical Capability - Compatibility & Integration – APIs for Core Functionality	<p>The Bidder should describe how the core functionality of the proposed Solution can be surfaced using APIs.</p> <p>Using the Profile Management capability as a use case, describe access to the proposed Solution's functionality using APIs. The description should include, at a minimum, how external applications such as Structured Intervention Units can leverage existing Solution APIs to:</p>	75	<p>Using the definitions in Rated Requirement Scale 1:</p> <ul style="list-style-type: none"> • 75 points – Very Well Addressed and proposed Solution addresses items (c) through (g); • 40 points – Satisfactorily Addressed and proposed Solution addresses a minimum of 3 of items (c) through (g); • 15 points – Minimally Addressed and proposed Solution addresses less than 3 of items (c) through (g) • 0 points – Not Addressed

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ID	Requirement	Description	Available Points	Scoring
		<p>a) Retrieve offender profile data for display on the Structured Intervention Units application user interface;</p> <p>b) Update profile information (e.g., to update offender location to indicate the offender is now in a structured intervention unit);</p> <p>In addition to the APIs that can be used, the bidder should describe should include:</p> <p>c) All available open standard bindings and protocols (REST/JSON (preferred), SOAP/XML, etc.)</p> <p>d) Open standards used to expose data as non-proprietary business entity or object schemas;</p> <p>e) Adherence to CSC API standards as defined in Appendix 2 to Annex B – Statement of Requirements;</p> <p>f) Architecture used to manage data interactions between systems;</p> <p>g) Existing tools and capabilities to manage application performance, including API scaling and elasticity; and</p>		

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ID	Requirement	Description	Available Points	Scoring
		h) Support for OpenAPI or Swagger (preferred) to facilitate easy consumption and testing.		
R77	Technical Capability - Compatibility & Integration – Mobile Device Support	<p>The Bidder should describe the mobile device support provided by the Solution. The response should include at a minimum:</p> <ul style="list-style-type: none"> a) supported mobile device operating systems; b) native mobile device capabilities; c) offline operation for cellular or Wi-Fi 'dead zones'; and d) support for mobile device management (e.g., for deployment of native mobile application updates). 	25	<p>Using the definitions in Rated Requirement Scale 1:</p> <ul style="list-style-type: none"> • 25 points – Very Well Addressed • 15 points – Satisfactorily Addressed • 15 points – Minimally Addressed • 0 points – Not Addressed
R78	Technical Capability - Compatibility & Integration Requirements	<p>For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 2.1</p> <ul style="list-style-type: none"> - Compatibility & Integration the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale provided. For those items that are identified as 'Currently Available', a screen shot or other substantiation should be provided. 	150	<p>All requirements for this capability will be scored using the definitions in Rated Requirement Scale 2. Scores will be weighted to correspond to a maximum possible score of 150.</p>

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ID	Requirement	Description	Available Points	Scoring
Technical capability – Security & Privacy				
R79	Technical Capability - Security & Privacy	In five (5) pages or less, the Bidder should describe how the proposed Solution will satisfy the Security & Privacy technical requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 2.2 - Security & Privacy and comply with the CSC security standards provided in Appendix 3 to Annex B – Statement of Requirements.	50	Using the definitions in Rated Requirement Scale 1: <ul style="list-style-type: none"> 50 points – Very Well Addressed 25 points – Satisfactorily Addressed 10 points – Minimally Addressed 0 points – Not Addressed
R80	Technical Capability - Security & Privacy Control Compliance	The Bidder should describe the processes and controls currently in place to confirm the proposed Solution is designed and developed to ensure the security of the Solution, including, but not limited to, implementing information security policies, procedures, and security controls. If the Bidder holds one or more of the industry certifications identified below or recognized equivalent, include this in the response:	50	Using the definitions in Rated Requirement Scale 1: <ul style="list-style-type: none"> 50 points – Very Well Addressed and the Bidder holds one or more industry standard certifications; 25 points – Satisfactorily Addressed; 10 points – Minimally Addressed; and 0 points – Not Addressed

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ID	Requirement	Description	Available Points	Scoring
		<p>a) ISO/IEC 27001:2013 Information technology -- Security techniques -- Information security management systems -- Requirements;</p> <p>b) ISO/IEC 27017:2015 Information technology -- Security techniques -- Code of practice for information security controls based on ISO/IEC 27002 for cloud services;</p> <p>c) AICPA SOC 2 Type II for the trust principles of security, availability, processing integrity, and confidentiality:</p> <p>i. 7:2015 Information technology -- Security techniques -- Code of practice for information security controls based on ISO/IEC 27002 for cloud services; and</p> <p>ii. AICPA Service Organization Control (SOC) 2 Type II for the trust principles of security, availability, processing integrity, and confidentiality; and</p> <p>d) National Institute of Standards and Technology 800-53</p>		
R81	Technical Capability - Security & Privacy – Data Security	In three (3) pages or less, the Bidder should describe how the proposed Solution would protect CSC data at rest and in transit through capture, storage, exchange,	50	<p>Using the definitions in Rated Requirement Scale 1:</p> <ul style="list-style-type: none"> • 50 points – Very Well Addressed • 25 points – Satisfactorily Addressed

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ID	Requirement	Description	Available Points	Scoring
		use and retention to safeguard the data's confidentiality, integrity and availability.		<ul style="list-style-type: none"> 10 points – Minimally Addressed 0 points – Not Addressed
R82	Technical Capability - Security & Privacy – Access Controls	<p>The Solution must limit availability of functionality and data based on user attributes such as user ID, role, location (institution or region), function (view, add, update), data categorization, etc.</p> <p>In three pages or less, the Bidder should describe the access control capabilities available in the proposed Solution, including, at a minimum:</p> <ul style="list-style-type: none"> a) Availability of functionality to users based on role; b) Level of granularity available (e.g., page, object or field level) to limit access to functionality or data based user attributes; and c) Capabilities available to configure and manage access changes for groups or individual users. 	50	<p>Using the definitions in Rated Requirement Scale 1:</p> <ul style="list-style-type: none"> 50 points – Very Well Addressed 25 points – Satisfactorily Addressed 10 points – Minimally Addressed 0 points – Not Addressed
R83	Technical Capability - Security & Privacy – Audit	The Bidder should describe how the Solution will log all user and automated system access and activity in one or more immutable logs capturing details related to who,	50	<p>Using the definitions in Rated Requirement Scale 1:</p> <ul style="list-style-type: none"> 50 points – Very Well Addressed

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ID	Requirement	Description	Available Points	Scoring
		<p>what, when, how and from where for each event. The description should address:</p> <p>a) Configuration available to tailor the events and data captured in the audit logs to comply with CSC's requirements;</p> <p>b) Tracking of access to the system (log in, log out, failed login attempts, etc.)</p> <p>c) Tracking of data creation or access by users, administrators and automated processes;</p> <p>d) Tracking of data modifications by users, administrators and automated processes;</p> <p>e) Tracking of configuration changes;</p> <p>f) Tracking of access control or privilege changes;</p> <p>g) Tracking of system or service interruption or restart; and</p> <p>h) Tracking of system alerts or errors.</p>		<ul style="list-style-type: none"> • 25 points – Satisfactorily Addressed • 10 points – Minimally Addressed • 0 points – Not Addressed
R84	Technical Capability - Security & Privacy Requirements	For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 2.2 - Security & Privacy the Bidder should indicate the availability of the functionality in the proposed Solution	100	All requirements for this capability will be scored using the definitions in Rated Requirement Scale 2. Scores will be weighted to

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ID	Requirement	Description	Available Points	Scoring
		using the instructions and scale provided. For those items that are identified as 'Currently Available', a screen shot or other substantiation should be provided.		correspond to a maximum possible score of 100.
Technical capability – Reliability				
R85	Technical Capability - Reliability	In five (5) pages or less, the Bidder should describe how the proposed Solution will satisfy the Reliability technical requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 2.3 - Reliability.	20	Using the definitions in Rated Requirement Scale 1: <ul style="list-style-type: none"> • 20 points – Very Well Addressed • 10 points – Satisfactorily Addressed • 5 points – Minimally Addressed • 0 points – Not Addressed
R86	Scalability	In three (3) pages or less, the Bidder should describe the capabilities provided by the proposed Solution to scale up or down to cost effectively operate in a cloud environment, while maintaining acceptable application performance levels and adapting to changing usage and volumes. The description should include both the Solution capabilities to monitor performance and detect the need to scale infrastructure capacity up or down as well as any automated capabilities to add or free up capacity.	20	Using the definitions in Rated Requirement Scale 1: <ul style="list-style-type: none"> • 20 points – Very Well Addressed • 10 points – Satisfactorily Addressed • 5 points – Minimally Addressed • 0 points – Not Addressed

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ID	Requirement	Description	Available Points	Scoring
		<p>The usage and volume changes may be in the form of, but not limited to one or more of:</p> <ul style="list-style-type: none"> a) additional concurrent users; b) additional geographic locations; c) additional partner organizations; d) additional functionality; e) additional volumes; and/or f) additional concurrent processes. 		
R87	Technical Capability – Reliability – Disaster Recovery	The Bidder should describe the capabilities included in the proposed Solution to ensure it will be available with minimal interruptions. In particular, describe the processes and steps involved in recovering from an outage, including, but not limited to, failover capabilities to alternate infrastructure.	20	<p>Using the definitions in Rated Requirement Scale 1:</p> <ul style="list-style-type: none"> • 20 points – Very Well Addressed • 10 points – Satisfactorily Addressed • 5 points – Minimally Addressed • 0 points – Not Addressed

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ID	Requirement	Description	Available Points	Scoring
R88	Technical Capability - Reliability Requirements	For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 2.3 - Reliability the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale provided. For those items that are identified as 'Currently Available', a screen shot or other substantiation should be provided.	40	All requirements for this capability will be scored using the definitions in Rated Requirement Scale 2. Scores will be weighted to correspond to a maximum possible score of 40.
Technical capability – Maintainability, Serviceability, Manageability			100	
R89	Technical Capability - Maintainability, Serviceability, Manageability	In three (3) pages or less, the Bidder should describe how the proposed Solution will satisfy the Maintainability, Serviceability, Manageability technical requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 2.4 - Maintainability, Serviceability, Manageability.	20	Using the definitions in Rated Requirement Scale 1: <ul style="list-style-type: none"> • 20 points – Very Well Addressed • 10 points – Satisfactorily Addressed • 5 points – Minimally Addressed • 0 points – Not Addressed
R90	Technical Capability - Maintainability, Serviceability, Manageability – Service Monitoring	In three pages or less, the Bidder should describe the proposed Solution's capabilities to monitor centrally the use, health and security of services.	20	Using the definitions in Rated Requirement Scale 1: <ul style="list-style-type: none"> • 20 points – Very Well Addressed • 10 points – Satisfactorily Addressed • 5 points – Minimally Addressed • 0 points – Not Addressed

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R91	Technical Capability - Maintainability, Serviceability, Manageability – Support Model	<p>The Bidder should describe the recommended support model for the proposed Solution. The recommendation should address:</p> <ul style="list-style-type: none"> a) The proposed support channels (self-service, portal, documentation, training, etc.); b) The overall incident management and resolution process; c) The various levels of support and escalation and who would own each; d) CSC responsibilities; e) How data residency requirements would be addressed; and f) How requirements to provide support in both official languages will be satisfied. 	20	<p>Using the definitions in Rated Requirement Scale 1:</p> <ul style="list-style-type: none"> • 20 points – Very Well Addressed • 10 points – Satisfactorily Addressed • 5 points – Minimally Addressed • 0 points – Not Addressed
R92	Technical Capability - Maintainability, Serviceability, Manageability Requirements	<p>For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 2.4</p> <ul style="list-style-type: none"> - Maintainability, Serviceability, Manageability the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale provided. For those items that are 	40	<p>All requirements for this capability will be scored using the definitions in Rated Requirement Scale 2. Scores will be weighted to correspond to a maximum possible score of 40.</p>

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ID	Requirement	Description	Available Points	Scoring
		identified as 'Currently Available', a screen shot or other substantiation should be provided.		
Technical capability – Localization & Usability			250	
R93	Technical Capability - Localization & Usability	In five (5) pages or less, the Bidder should describe how the proposed Solution will satisfy the Localization & Usability technical requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 2.5 - Localization & Usability.	40	Using the definitions in Rated Requirement Scale 1: <ul style="list-style-type: none"> 40 points – Very Well Addressed 25 points – Satisfactorily Addressed 10 points – Minimally Addressed 0 points – Not Addressed
R94	Technical Capability - Localization & Usability Implementation Experience	The Bidder should list existing clients currently using the proposed Solution in a language other than English. For each client, the language being used must be provided along with the following Solution characteristics: a) Whether users can toggle back and forth between languages without having to log out and back in; b) Whether diacritics (accents on letters) are used; c) Whether special characters are used; d) Whether language-specific field formats are used (e.g., date and time formats, financial formats, etc.); and	20	<ul style="list-style-type: none"> 10 points for each client with an implementation in a language other than English using items (a) through (e) up to a maximum of 20 points 5 points for each client with an implementation using a language other than English that meets some but not all of items (a) through (e) up to a maximum of 20 points

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ID	Requirement	Description	Available Points	Scoring
		<p>e) Whether new releases (patches, enhancements, fixes, etc.) are made available to end users in all languages simultaneously.</p> <p>For each client the Bidder should provide:</p> <p>a) Name of the client organization; b) Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and c) Senior client reference details, including name, title, telephone number and email address.</p>		
R95	Official Languages Support	In order to deploy the proposed Solution, it must deliver, enable and support functionality equally in Canada's official languages (Canadian English and French) in compliance with the policies and directives provided in Section 5.5 of Appendix 2 – Technical Capabilities Descriptions. The application must be able to simultaneously support users operating in either official language (Canadian English and French).	75	<p>Using the definitions in Rated Requirement Scale 1:</p> <ul style="list-style-type: none"> 75 points – Very Well Addressed and information provided demonstrates how CSC can modify translations without intervention or coordination from the Bidder

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ID	Requirement	Description	Available Points	Scoring
		<p>The Bidder should describe the tools, configuration options and processes available in the proposed Solution to support languages other than English.</p> <p>In addition, describe the tools, configuration options and steps required to change a specific translation to match approved, CSC-specific wording of a field label and a system generated error message.</p>		<ul style="list-style-type: none"> 50 points – Satisfactorily Addressed and information provided demonstrates how the Bidder can modify translations through configuration changes 25 points – Minimally Addressed and information provided demonstrates how the Bidder can modify translations through customization or software deployments 0 points – Not Addressed
R96	Accessibility	<p>The Bidder should describe how the proposed Solution meets Canada's accessibility compliance requirements. The Bidder should describe how the proposed Solution meets WCAG 2.0 or 2.1 level AA as described in the Web Content Accessibility Guidelines at (https://www.w3.org/TR/WCAG21/) and the Harmonized European Standard, EN 301 549.</p> <p>If the Solution does not currently comply with WCAG 2.1, a plan to comply within two years following this RFP closing date must be provided.</p>	75	<ul style="list-style-type: none"> 75 points for certification of compliance to WCAG 2.1 or the Harmonized European Standard, EN 301 549 in the form of an accessibility conformance report; 50 points for certification of compliance to WCAG 2.0 and a feasible plan to get to 2.1 and EN 301 549 25 points for a feasible plan and timeframe to get to WCAG 2.1 and EN 301 549 0 points – Not addressed

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ID	Requirement	Description	Available Points	Scoring
		If the Solution does not currently comply with the Harmonized European Standard, EN 301 549, a plan to comply within two years following this RFP closing date must be provided.		
R97	Technical Capability - Localization & Usability Requirements	For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 2.5 - Localization & Usability the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale provided. For those items that are identified as 'Currently Available', a screen shot or other substantiation should be provided.	40	All requirements for this capability will be scored using the definitions in Rated Requirement Scale 2. Scores will be weighted to correspond to a maximum possible score of 40.
Proposed Delivery Approach			250	
R98	Proposed Project Delivery Methodology	The Bidder should describe the proposed methodology to be used to deliver the capabilities and deliverables identified in Annex A – Statement of Work. The response should describe how the approach provides the following: a) best practices for iterative, incremental or agile development, testing and implementation;	50	Using the definitions in Rated Requirement Scale 1: <ul style="list-style-type: none"> • 50 points – Very Well Addressed • 25 points – Satisfactorily Addressed • 10 points – Minimally Addressed • 0 points – Not Addressed

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ID	Requirement	Description	Available Points	Scoring
		<p>b) alignment with Government of Canada and CSC governance structures described in Section 4 of Annex A – Statement of Work;</p> <p>c) collaboration, including, but not limited to, interactions with stakeholders, governance structure and project leadership;</p> <p>d) methods, techniques and processes by which the Bidder will work with CSC's project team members and Subject Matter Experts (SMEs) who will be distributed in locations across Canada;</p> <p>e) methods, techniques and processes by which the Bidder will work with CSC project resources during Design and Implementation Stages in order to build CSC skills;</p> <p>f) conceptual solutions such as proofs of concept or prototypes to develop, analyze, and confirm key solution requirements with stakeholders;</p> <p>g) focus on standard 'off-the-shelf' software functionality to avoid custom development, unless the CSC business process cannot be modified, as determined by the Technical Authority; and</p> <p>h) software configuration and enhancements implemented in a manner that will not limit</p>		

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ID	Requirement	Description	Available Points	Scoring
		Canada's ability to upgrade to future software releases.		
R99	Proposed Implementation Approach	<p>The Bidder should describe the proposed implementation approach to demonstrate that all business and technical capabilities included in the proposed Solution have been accounted for, with the understanding that the priority and specifics of individual capabilities will be determined collaboratively over the course of Step 2 – Solution Design.</p> <p>The Bidder should describe:</p> <p>a) the iterative approach to implementation, including an initial recommendation on the sequence and/or grouping of capabilities;</p> <p>b) how the approach will enable CSC to achieve the OMS Modernization project objectives;</p> <p>c) potential 'quick win' opportunities;</p>	50	<p>Using the definitions in Rated Requirement Scale 1:</p> <ul style="list-style-type: none"> • 50 points – Very Well Addressed • 25 points – Satisfactorily Addressed • 10 points – Minimally Addressed • 0 points – Not Addressed

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ID	Requirement	Description	Available Points	Scoring
		d) how the implementation approach incorporates knowledge, expertise, and experience implementing applications in a Corrections Environment e) risks associated with the proposed approach and proposed mitigation strategies		
R100	Proposed Design Step Plan	<p>The Bidder should provide a Design Step Plan which describes the proposed approach to the Design Step, and provides the Level 4 Work Breakdown Structure (WBS) work plan for completing the Design Step as described in Section 7 of Annex A - Statement of Work.</p> <p>The Bidder should include:</p> <ul style="list-style-type: none"> a) a written explanation supporting each phase of the WBS; b) a description of the tools and techniques to be employed during the Design Step; c) identification of all work packages where CSC resources are required; d) any constraints and dependencies between work packages; 	25	Using the definitions in Rated Requirement Scale 1: <ul style="list-style-type: none"> • 25 points – Very Well Addressed • 10 points – Satisfactorily Addressed • 5 points – Minimally Addressed • 0 points – Not Addressed

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ID	Requirement	Description	Available Points	Scoring
		e) the resource categories and levels to deliver each work package; and f) the major milestones for the Design Step.		
R101	Proposed Implementation Step Plan	<p>The Bidder should provide an Implementation Step Plan that describes its proposed approach to the Implementation Step, and provides the Level 4 Work Breakdown Structure (WBS) work plan for completing the Implementation Step as described in Section 8 of Annex A - Statement of Work.</p> <p>The Bidder should include:</p> <ul style="list-style-type: none"> a) a written explanation supporting each phase of the WBS; b) a description of the tools and techniques to be employed during the Implementation Step; c) identification of all work packages where CSC resources are required; d) any constraints and dependencies between work packages; 	25	Using the definitions in Rated Requirement Scale 1: <ul style="list-style-type: none"> • 25 points – Very Well Addressed • 10 points – Satisfactorily Addressed • 5 points – Minimally Addressed • 0 points – Not Addressed

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ID	Requirement	Description	Available Points	Scoring
		e) the resource categories and levels to deliver each work package; and f) the major milestones for the Implementation Step.		
R102	Proposed Support Model	<p>The Bidder should provide a proposed support model that describes its proposed approach to the ongoing support and maintenance.</p> <p>The Bidder should include:</p> <ul style="list-style-type: none"> a) A description of the proposed support elements to be provided (call centre, web, etc.) and the service standards for each; b) A description of how help desk support will be provided in both English and French; c) Expected division of support responsibilities between the Bidder and CSC; d) The proposed number of software releases per year; and e) Duration of support for a software release or the number of supported software versions (i.e., how frequently will CSC be required to 	100	<p>Using the definitions in Rated Requirement Scale 1:</p> <ul style="list-style-type: none"> • 100 points – Very Well Addressed • 50 points – Satisfactorily Addressed • 25 points – Minimally Addressed • 0 points – Not Addressed

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ID	Requirement	Description	Available Points	Scoring
		implement a software upgrade to maintain support.		
Product Innovation & Evolution				
R103	Product Improvements, Innovation and Integration of Emerging Technologies	<p>The Bidder should describe, using specific examples from the past 5 years, how innovation and/or emerging technologies have been integrated into the product offering and provided to existing clients.</p> <p>The Bidder should list the typical number of releases per year, the number of software updates released to clients over the past 3 years, and the updates or major enhancements included in each. The Bidder should also highlight the five (5) most significant additions or changes to the product through these releases.</p> <p>Innovations in the following areas are of particular interest:</p> <p>a) Data analytics, machine learning, location intelligence, and artificial intelligence;</p>	50	<p>Using the definitions in Rated Requirement Scale 1:</p> <ul style="list-style-type: none"> • 50 points – Very Well Addressed • 25 points – Satisfactorily Addressed • 10 points – Minimally Addressed • 0 points – Not Addressed

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ID	Requirement	Description	Available Points	Scoring
		b) Robotic process automation; c) Electronic or digital signature capture; d) Radio frequency identification (RFID); e) Support and integration for the Internet of Things (IoT) devices; f) Integration with biometrics; and g) Offender self-service capabilities.		
R104	Product Roadmap	The Bidder should provide an overview of the product roadmap and list the five (5) most significant items planned for future product updates within two years of this RFP submission date. The Bidder should describe how these items will enable CSC to achieve the desired outcomes for OMS Modernization or to overcome a known weakness.	20	Using the definitions in Rated Requirement Scale 1: <ul style="list-style-type: none"> • 20 points – Very Well Addressed • 10 points – Satisfactorily Addressed • 5 points – Minimally Addressed • 0 points – Not Addressed
R105	Input into Product Roadmap	The Bidder should describe how CSC will be able to provide input into, and influence, product management or roadmap decisions. The Bidder should describe:	50	Using the definitions in Rated Requirement Scale 1: <ul style="list-style-type: none"> • 50 points – Very Well Addressed • 25 points – Satisfactorily Addressed • 10 points – Minimally Addressed • 0 points – Not Addressed

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ID	Requirement	Description	Available Points	Scoring
		<p>a) The available channel(s) for CSC to provide input or feedback on the product design;</p> <p>b) How client input is used and prioritized to inform the product roadmap(s);</p> <p>c) Whether there is an ability to view or comment on suggestions from other clients;</p> <p>d) How responses are provided to client requested changes that are not included in an upcoming release; and</p> <p>e) Available user groups or other forums for sharing knowledge and experience.</p>		
R106	Flexibility of the Proposed Solution	<p>Policies and procedures change periodically, and these changes could affect the design or configuration of the proposed Solution. The Bidder should describe how the proposed Solution adapts to policy and procedure changes in a manner that is agile, flexible, timely, cost-effective, and minimizes risk.</p> <p>The Bidder should provide a description of:</p> <p>a) the process for adapting functionality and capabilities (e.g. rules, workflow) that are required</p>	100	<p>Using the definitions in Rated Requirement Scale 1:</p> <ul style="list-style-type: none"> • 100 points – Very Well Addressed • 50 points – Satisfactorily Addressed • 25 points – Minimally Addressed • 0 points – Not Addressed

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ID	Requirement	Description	Available Points	Scoring
		<p>by CSC policies or procedures, and a summary of the technical activities that are required;</p> <p>b) the technology design characteristics that enable the addition of new functionality and capabilities into an existing production installation of the proposed Solution;</p> <p>c) how changes can be made through altering configuration settings without requiring the deployment of new or changed software packages; and</p> <p>d) using a change to existing process steps or workflow to capture an additional approval as an example, describe the steps required to implement the change and the type of resource required to complete each step, including, but not limited to, any configuration, code, or data structure changes.</p>		
R107	Unique Legislative Requirements	<p>Legislative changes may result in substantial changes to existing processes, and often impose strict deadlines for implementation.</p> <p>For example, Bill C-83 eliminated the use of administrative and disciplinary segregation in all federal correctional institutions and established structured intervention units to ensure offenders who need to be</p>	100	<p>Using the definitions in Rated Requirement Scale 1:</p> <ul style="list-style-type: none"> 100 points – Very Well Addressed 50 points – Satisfactorily Addressed 25 points – Minimally Addressed 0 points – Not Addressed

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ID	Requirement	Description	Available Points	Scoring
		<p>separated from the mainstream inmate population (for safety reasons) are supported by interventions and mental health care that promote their rehabilitation and reintegration. Bill C-83 received final approval in June 2019 and had to be implemented by the end of November 2019.</p> <p>The Bidder should describe how unique legislative requirements would be addressed by the proposed Solution and the proposed methodology, given competing priorities for product changes, rapidly evolving business requirements and an imposed implementation date.</p>		
R108	Data Analytics	<p>The Bidder should describe the current data analysis and data analytics capabilities, including any machine learning or artificial intelligence capabilities provided in the proposed Solution. The response should describe the functionality and how it can be applied to the business capabilities described in Appendix 1 of Annex A – Statement of Work to improve business outcomes.</p>	50	<p>Using the definitions in Rated Requirement Scale 1:</p> <ul style="list-style-type: none"> • 50 points – Very Well Addressed • 25 points – Satisfactorily Addressed • 10 points – Minimally Addressed • 0 points – Not Addressed

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ID	Requirement	Description	Available Points	Scoring
R109	Additional Offender-related Capabilities	<p>The Bidder should describe any additional capabilities available in the proposed Solution over and above those listed in Annex A – Statement of Work. Additional capabilities could include, but are not limited to:</p> <ul style="list-style-type: none"> o Health; o Offender Pay; and/or o Canteen point of sale. 	150	50 points for each capability applicable to offender management not already listed in Annex A – Statement of Work up to a maximum of 150 points
Total Available Points			5130	

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OMS Modernization Rated Requirement Scale 1:

Rating	Description
Very Well Addressed	<p>The Response demonstrates an excellent understanding of the requirements and is a complete, in-depth description which fully meets or exceeds the requirement and addresses all important factors.</p> <p>The proposed approach has no apparent weaknesses, is likely to be effective and yield excellent results in alignment with CSC’s desired outcomes, and it provides excellent technical value to Canada.</p> <p>The Response poses very little or no apparent residual risk to Canada.</p>
Satisfactorily Addressed	<p>The Response demonstrates a satisfactory understanding of the requirements and provides a detailed description which sufficiently addresses the most important factors.</p> <p>The proposed approach has minor weaknesses, is likely to meet the requirements, and provides good technical value to Canada.</p> <p>The Response poses a perceived manageable residual risk to Canada.</p>

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Minimally Addressed	<p>The Response demonstrates little understanding of the requirements and the proposed approach does not address important factors.</p> <p>The proposed approach has significant weaknesses and does not demonstrate technical value to Canada.</p> <p>The Response poses a perceived significant residual risk to Canada.</p>
Not Addressed	<p>Contractor’s information submitted was not relevant to the criterion or the Contractor failed to submit a Response.</p>

OMS Modernization Rated Requirement Scale 2:

Rating	Description
10 points	Currently Available – Feature/Function is included in the current software release.
5 points	Planned Future Release – Feature/Function is documented on the solution roadmap or backlog and planned for a future software release within the next 2 years.

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2 points	Provided through Customization – Feature/Function is not included in the current software release, and is not planned to be a part of a future software release. However, this feature will be provided with custom modifications.
2 points	Provided through Third Party Integration – Feature/Function is not included in the current software release, and is not planned to be a part of a future software release. However, this feature will be provided through integration with a third-party system provided by the Contractor.
0 points	Not Available – Feature/Function cannot be provided.

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Appendix 1 – Capability and Usability Assessment

1. OVERVIEW

The CUA Prototype Solution must support access to the Prototype Solution, including all Solution usage rights grants, Software Documentation, Warranty, Hosting and Maintenance and Support (excluding Training), waivers, non-disclosure agreements, or other releases to CSC for purposes of conducting the CUA assessment, for up to 200 Authorized Users to use the Prototype Solution for Capability and Usability Assessment purposes during the initial contract period. These designated hands-on capability/usability assessment testers may include project team members, field staff, system administrators, technology professionals, data analysts, individuals with disabilities, and PBC staff. Their structured feedback will be included in the CUA score.

The Contractor must provide access, which includes all usage rights grants, Software Documentation, Warranty, Hosting and Maintenance and Support (excluding Training), waivers, non-disclosure agreements, or other releases to CSC, to the CUA Prototype Solution to use for Capability and Usability Assessment purposes during the initial contract period.

2. CAPABILITY AND USABILITY ASSESSMENT CRITERIA AND TEST SCENARIOS

Canada will provide the CUA Criteria and Test Scenarios to the successful Bidders at the start of their respective Step 1 – Prototype activities.

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Appendix 2 – CSC API Standards

Title	Date and/or Version	Document
CSC IM/IT Standard on Simple Data Layer Application Programmable Interface Design and Publishing	Status: 1.2 FINAL Date: 2021-02-23	 CSC-STD-DF Simple Data Layer Application







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Appendix 3 – Security and Privacy Reference Material

1. CSC INFORMATION MANAGEMENT / INFORMATION TECHNOLOGY SECURITY STANDARDS

Title	Date and/or Version	Document
CSC IM/IT Standard on Access Control	Status: 1.1 FINAL Date: 2021-01-15	 ITSec-Access Control-CSC STD_03_1
CSC IM/IT Standard on Auditing	Status: 1.2 FINAL Date : 2021-01-15	 ITSec-Auditing-CSC STD_01_1.1_2020-12-c
CSC IM/IT Standard on Awareness and Training	Status: 1.1 FINAL Date: 2021-01-15	 ITSec-Awareness and Training-CSC STD_02_
CSC IM/IT Standard on Configuration Management	Status: 1.1 FINAL Date: 2021-01-15	 ITSec-Configuration Management-CSC STI
CSC IM/IT Standard on Contingency Planning	Status: 1.1 FINAL Date: 2021-01-15	 ITSec-Contingency Planning-CSC STD_04_

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Title	Date and/or Version	Document
CSC IM/IT Standard on Identification Authentication	Status: 1.1 FINAL Date: 2021-01-15	 ITSec-Identification Authentication-CSC ST
CSC IM/IT Standard on Incident Response	Status: 1.1 FINAL Date: 2021-01-15	 ITSec-Incident Response-CSC STD_0'
CSC IM/IT Standard on Maintenance	Status: 1.1 FINAL Date: 2021-01-15	 ITSec-Maintenance-C SC STD_08_1.1_2020-1
CSC IM/IT Standard on Communication Protection	Status: 1.1 FINAL Date: 2021-01-15	 ITSec-System and Communication Protei
CSC IM/IT Standard on System and Information Integrity	Status: 1.1 FINAL Date: 2021-01-15	 ITSec-System and Information Integrity-4
ITSG 33 Security Control Catalogue Annex A	December 2014	 ITSG 33 Security Control Catalogue.pdf

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Title	Date and/or Version	Document
CSC Protocol and Standard – E-Signature Implementation	Status: 1.3 Final Date: 2015-07-06	 CSC Protocol and Standard for E-Signat

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ANNEX C

BASIS OF PAYMENT

Bidders are required to use the Pricing Tables listed to submit their Financial Bid.

TABLE 1 - PROTOTYPE SOLUTION FOR CAPABILITY AND USABILITY ASSESSMENT (CUA)		
Firm, All-inclusive Price in CAD (applicable taxes extra) for the Work described in Step 1 – Prototype Solution of the Statement of Work in Annex A, including developing deliverables and granting all Solution Usage Rights, Grants and Access, Software Documentation, Warranty, Virtual Training to use the Prototype. Maintenance and Support, Waivers, Non-disclosure Agreements and any other releases to Canada for purposes of conducting the CUA assessment, for up to 200 users during the initial contract period.		
Item# (A)	Description (B)	All-Inclusive, Firm Lot Price (CAD) (C)
1	All deliverables associated with Phase 1, including the Prototype Solution in accordance with Annex A – Statement of Work.	\$100 000
Table 1 (not for evaluation purposes) : (Applicable Taxes Excluded)		\$100 000
The Contract Period will begin on the date the Contract is awarded and ends 3 years after the Contract Award date.		

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TABLE 2.1 – SOLUTION DESIGN STEP COMMON DELIVERABLES			
Firm All-Inclusive Price in CAD (applicable taxes extra) for Solution Design Step Deliverables to be provided on an as-and-when requested basis as described in Annex A – Statement of Work and in accordance with the Task Authorization process.			
Capability(ies)	Item	Deliverable(s)	Firm All-Inclusive Price (CAD, applicable taxes excluded)
One common deliverable applicable to all capabilities: <ul style="list-style-type: none"> • Enabling Capabilities • Profile Management • Case Documentation • Offender Sentence Management • Offender Placements and Transfers • Personal Property Management • Security and Intelligence Management • Offender Correspondence and Visit Management • Security Operations Management • Search and Seizure Management • Offender Grievance Management • Offender Assessment Management • Interventions and Service Management • Case Planning • Victims Services • Offender Community Supervision • Offender Release and Absence Management • Decisions Management • Performance and Management Reporting 	1	DS01 Solution Design Step Project Plan	\$
	2	DS02 CSC Skill Development Approach	\$
	3	DS05 Final Fit/Gap Assessment	\$
	4	DS07 Architecture Document	\$
	5	DS08 User Interface Standards	\$
	6	DS11 Master Test Approach and Plan	\$
	7	DS12 Security Controls Test Strategy and Plan	\$
	8	DS14 Proposed Release Strategy	\$
	9	DS15 Post Implementation Support Model	\$
	10	DS16 Solution Design Step Summary Report	\$
	11	DS17 Solution Implementation Step Project Plan	\$
	12	PM01 Solution Design Step Integration Management	\$
	13	PM02 Solution Design Step Scope Management	\$
	14	PM03 Solution Design Step Schedule Management	\$
	15	PM04 Solution Design Step Quality Management	\$
	16	PM05 Solution Design Step Status Reporting	\$
	17	PM06 Solution Design Step Risk & Issue Management	\$

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TABLE 2.1 – SOLUTION DESIGN STEP COMMON DELIVERABLES			
Firm All-Inclusive Price in CAD (applicable taxes extra) for Solution Design Step Deliverables to be provided on an as-and-when requested basis as described in Annex A – Statement of Work and in accordance with the Task Authorization process.			
Capability(ies)	Item	Deliverable(s)	Firm All-Inclusive Price (CAD, applicable taxes excluded)
A	18	Subtotal of item numbers 1 through 17	\$

TABLE 2.2 – SOLUTION DESIGN STEP DELIVERABLES BY CAPABILITY(IES)						
Firm All-Inclusive Price in CAD (applicable taxes extra) for Solution Design Step Deliverables to be provided on an as-and-when requested basis as described in Annex A – Statement of Work and in accordance with the Task Authorization process.						
Capability(ies)	Firm All-inclusive Price per Deliverable (applicable taxes excluded)					
	DS03 Business Process Model Design	DS04 Business Requirements Document	DS06 System Requirements Specification	DS09 Configuration Design Documents	DS10 Detailed Functional Specifications	DS13 Data Migration Strategy and Plan
	A. Enabling Capabilities Profile Management Case Documentation Offender Placements and Transfers Security and Intelligence Management Offender Correspondence and Visit Management	\$	\$	\$	\$	\$

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TABLE 2.2 – SOLUTION DESIGN STEP DELIVERABLES BY CAPABILITY(IES)						
Firm All-Inclusive Price in CAD (applicable taxes extra) for Solution Design Step Deliverables to be provided on an as-and-when requested basis as described in Annex A – Statement of Work and in accordance with the Task Authorization process.						
Capability(ies)	Firm All-inclusive Price per Deliverable (applicable taxes excluded)					
	DS03 Business Process Model Design	DS04 Business Requirements Document	DS06 System Requirements Specification	DS09 Configuration Design Documents	DS10 Detailed Functional Specifications	DS13 Data Migration Strategy and Plan
Security Operations Management Search and Seizure Management						
B. Offender Sentence Management	\$	\$	\$	\$	\$	\$
C. Personal Property Management	\$	\$	\$	\$	\$	\$
D. Offender Grievance Management	\$	\$	\$	\$	\$	\$
E. Offender Assessment Management	\$	\$	\$	\$	\$	\$
F. Interventions and Service Management	\$	\$	\$	\$	\$	\$
G. Case Planning	\$	\$	\$	\$	\$	\$
H. Victims Services	\$	\$	\$	\$	\$	\$

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TABLE 2.2 – SOLUTION DESIGN STEP DELIVERABLES BY CAPABILITY(IES)						
Firm All-Inclusive Price in CAD (applicable taxes extra) for Solution Design Step Deliverables to be provided on an as-and-when requested basis as described in Annex A – Statement of Work and in accordance with the Task Authorization process.						
Capability(ies)	Firm All-inclusive Price per Deliverable (applicable taxes excluded)					
	DS03 Business Process Model Design	DS04 Business Requirements Document	DS06 System Requirements Specification	DS09 Configuration Design Documents	DS10 Detailed Functional Specifications	DS13 Data Migration Strategy and Plan
I. Offender Community Supervision	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
J. Offender Release and Absence Management	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
K. Decisions Management	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
L. Performance and Management Reporting	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
M. Subtotal of items A to L:	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
N. Total for Design Step Deliverables by Capability (Sum of row M)	\$ _____					
Total firm, all inclusive price for Design Step deliverables = Table 2.1 A18 + Table 2.2 N (For Evaluation Purposes only)						
\$ _____						

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PRICING TABLE 3.1			
SOLUTION IMPLEMENTATION STEP COMMON DELIVERABLES			
Firm All-Inclusive Price in CAD (applicable taxes extra) for Solution Implementation Step deliverables to be provided on an as-and-when requested basis as described in Annex A – Statement of Work and in accordance with the Task Authorization process.			
Capability(ies)	Item	Deliverable(s)	Firm All-Inclusive Price (applicable taxes excluded)
One common deliverable applicable to all capabilities: <ul style="list-style-type: none"> • Enabling Capabilities • Profile Management • Case Documentation • Offender Sentence Management • Offender Placements and Transfers • Personal Property Management • Security and Intelligence Management • Offender Correspondence and Visit Management • Security Operations Management • Search and Seizure Management • Offender Grievance Management • Offender Assessment Management • Interventions and Service Management 	1	IS01 Updated Solution Implementation Step Project Plan	\$
	2	IS02 Development, Testing and Training Environments	\$
	3	IS16 Knowledge Transfer Plan	\$
	4	IS17 Knowledge Transfer Completion Report	\$
	5	IS18 Solution Implementation Step Close Out Report	\$
	6	PM01 Solution Design Step Integration Management	\$
	7	PM02 Solution Implementation Step Scope Management	\$
	8	PM03 Solution Implementation Step Schedule Management	\$
	9	PM04 Solution Implementation Step Quality Management	\$
	10	PM05 Solution Implementation Step Status Reporting	\$

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PRICING TABLE 3.1			
SOLUTION IMPLEMENTATION STEP COMMON DELIVERABLES			
Firm All-Inclusive Price in CAD (applicable taxes extra) for Solution Implementation Step deliverables to be provided on an as-and-when requested basis as described in Annex A – Statement of Work and in accordance with the Task Authorization process.			
Capability(ies)	Item	Deliverable(s)	Firm All-Inclusive Price (applicable taxes excluded)
<ul style="list-style-type: none"> Case Planning Victims Services Offender Community Supervision Offender Release and Absence Management Decisions Management Performance and Management Reporting 	11	PM06 Solution Implementation Step Risk & Issue Management	\$
A	12	Subtotal of item numbers 1 through 11	\$

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PRICING TABLE 3.2											
SOLUTION IMPLEMENTATION STEP DELIVERABLES BY CAPABILITY (PART 1)											
Firm All-Inclusive Price in CAD (applicable taxes extra) for Solution Implementation Step Deliverables to be provided on an as-and-when requested basis as described in Annex A – Statement of Work and in accordance with the Task Authorization process.											
Deliverable	Firm All-inclusive Price per Capability (applicable taxes excluded)										
	Enabling Capabilities	Profile Management	Case Documentation	Sentence Management	Offender Placement and Transfers	Personal Property	Security & Intelligence	Correspondence & Visits	Security Operations Management	Search and Seizure	Offender Grievance Management
IS03 OMS Modernization System Solution	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
IS04 Detailed Test Plans	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
IS05 Test Execution and Results	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
IS06 Security Control Test Execution and Results	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$

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PRICING TABLE 3.2											
SOLUTION IMPLEMENTATION STEP DELIVERABLES BY CAPABILITY (PART 1)											
Firm All-Inclusive Price in CAD (applicable taxes extra) for Solution Implementation Step Deliverables to be provided on an as-and-when requested basis as described in Annex A – Statement of Work and in accordance with the Task Authorization process.											
Deliverable	Firm All-inclusive Price per Capability (applicable taxes excluded)										
	Enabling Capabilities	Profile Management	Case Documentation	Sentence Management	Offender Placement and Transfers	Personal Property	Security & Intelligence	Correspondence & Visits	Security Operations Management	Search and Seizure	Offender Grievance Management
IS07 Data Migration Test Execution and Results	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
IS08 Support of User Acceptance Testing	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
IS09 Production Environments	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
IS10 Weekly Go-Live Readiness Scorecard	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
IS11 Technical Cutover Plan	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$

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PRICING TABLE 3.2											
SOLUTION IMPLEMENTATION STEP DELIVERABLES BY CAPABILITY (PART 1)											
Firm All-Inclusive Price in CAD (applicable taxes extra) for Solution Implementation Step Deliverables to be provided on an as-and-when requested basis as described in Annex A – Statement of Work and in accordance with the Task Authorization process.											
Deliverable	Firm All-inclusive Price per Capability (applicable taxes excluded)										
	Enabling Capabilities	Profile Management	Case Documentation	Sentence Management	Offender Placement and Transfers	Personal Property	Security & Intelligence	Correspondence & Visits	Security Operations Management	Search and Seizure	Offender Grievance Management
IS12 Data Migration Execution	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
IS13 Technical Cutover Execution	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
IS14 Post-Implementation Stabilization Plan & Execution	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
IS15 Post-Implementation Stabilization Completion Report	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$

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Client Ref. No. – N° de réf. De client	File No. – N° du dossier	CCC No./ N° CCC – FMS No/ N° VME

PRICING TABLE 3.2											
SOLUTION IMPLEMENTATION STEP DELIVERABLES BY CAPABILITY (PART 1)											
Firm All-Inclusive Price in CAD (applicable taxes extra) for Solution Implementation Step Deliverables to be provided on an as-and-when requested basis as described in Annex A – Statement of Work and in accordance with the Task Authorization process.											
Deliverable	Firm All-inclusive Price per Capability (applicable taxes excluded)										
	Enabling Capabilities	Profile Management	Case Documentation	Sentence Management	Offender Placement and Transfers	Personal Property	Security & Intelligence	Correspondence & Visits	Security Operations Management	Search and Seizure	Offender Grievance Management
A. Total Value of all deliverables per Capability (applicable taxes excluded):	\$ ____	\$ ____	\$ ____	\$ ____	\$ ____	\$ ____	\$ ____	\$ ____	\$ ____	\$ ____	\$ ____
B.	Table 3.2 Total for Evaluation (Sum of row A): (Applicable Taxes Excluded)					\$ ____					
Total firm, all inclusive price for Implementation Step deliverables = Table 3.1 A12 + Table 3.2 B (For Evaluation Purposes only)											
\$ ____											

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PRICING TABLE 3.3									
SOLUTION IMPLEMENTATION STEP DELIVERABLES BY CAPABILITY (PART 2) – OPTIONAL CAPABILITIES (NOT FOR EVALUATION)									
Firm All-Inclusive Price in CAD (applicable taxes extra) for Solution Implementation Step Deliverables to be provided on an as-and-when requested basis as described in Annex A – Statement of Work and in accordance with the Task Authorization process. Respondents are requested to provide pricing for all capabilities and deliverables, but may choose to provide pricing for all, some, or none of the capabilities in the table below.									
Deliverable	Firm All-inclusive Price per Capability (applicable taxes excluded)								
	Offender Assessment	Interventions and Service Management	Case Planning	Victims Services	Offender Community Supervision	Offender Release and Absence Management	Decisions Management	Performance and Reporting	
IS03 OMS Modernization System Solution	\$	\$	\$	\$	\$	\$	\$	\$	\$
IS04 Detailed Test Plans	\$	\$	\$	\$	\$	\$	\$	\$	\$
IS05 Test Execution and Results	\$	\$	\$	\$	\$	\$	\$	\$	\$
IS06 Security Control Test Execution and Results	\$	\$	\$	\$	\$	\$	\$	\$	\$
IS07 Data Migration Test Execution and Results	\$	\$	\$	\$	\$	\$	\$	\$	\$
IS08 Support of User Acceptance Testing	\$	\$	\$	\$	\$	\$	\$	\$	\$
IS09 Production Environments	\$	\$	\$	\$	\$	\$	\$	\$	\$
IS10 Weekly Go-Live Readiness Scorecard	\$	\$	\$	\$	\$	\$	\$	\$	\$
IS11 Technical Cutover Plan	\$	\$	\$	\$	\$	\$	\$	\$	\$
IS12 Data Migration Execution	\$	\$	\$	\$	\$	\$	\$	\$	\$
IS13 Technical Cutover Execution	\$	\$	\$	\$	\$	\$	\$	\$	\$
IS14 Post-Implementation Stabilization Plan & Execution	\$	\$	\$	\$	\$	\$	\$	\$	\$

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PRICING TABLE 3.3									
SOLUTION IMPLEMENTATION STEP DELIVERABLES BY CAPABILITY (PART 2) – OPTIONAL CAPABILITIES (NOT FOR EVALUATION)									
Firm All-Inclusive Price in CAD (applicable taxes extra) for Solution Implementation Step Deliverables to be provided on an as-and-when requested basis as described in Annex A – Statement of Work and in accordance with the Task Authorization process. Respondents are requested to provide pricing for all capabilities and deliverables, but may choose to provide pricing for all, some, or none of the capabilities in the table below.									
Deliverable	Firm All-inclusive Price per Capability (applicable taxes excluded)								
	Offender Assessment Management	Interventions and Service Management	Case Planning	Victims Services	Offender Community Supervision	Offender Release and Absence Management	Decisions Management	Performance and Reporting	
IS15 Post-Implementation Stabilization Completion Report	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	
A. Total Value of all deliverables per Capability (applicable taxes excluded)	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	
A.	Table 3.3 Total Not for Evaluation (Sum of row A):								\$ _____
	(Applicable Taxes Excluded)								\$ _____

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Client Ref. No. – N° de réf. De client	File No. – N° du dossier	CCC No./ N° CCC – FMS No/ N° VME

Note to bidders: Please fill out Tables 4.1, 4.2, 4.3 and 4.4 only if offering perpetual licenses.

PRICING TABLE 4.1						
REQUIREMENT FOR LICENSED SOFTWARE – DEVELOPMENT & QUALITY ASSURANCE						
(Price includes perpetually Licensed Software and a 12-month warranty)						
Item No.	Description (For the provision of development, quality assurance testing user licenses)	Unit of Measure (1)	Option Period	1 – 999 Users (A)	Number of Units for Evaluation Purposes (B)	Extended Price for Evaluation Purposes (A x B) (\$CAD) (C)
1	Development and quality assurance testing user licenses	Price per User License	Design & Implementation Steps - Year One	\$	500	\$
2	Table 4.1 Total for Evaluation (sum of Column C): (Applicable Taxes Excluded)					\$

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PRICING TABLE 4.2						
IRREVOCABLE OPTION FOR SOFTWARE MAINTENANCE AND SUPPORT SERVICES – DEVELOPMENT & QUALITY ASSURANCE						
Software Maintenance and Support Services that can be purchased “as and when needed” at any time during either the Contract or any option year periods. (PRICING ONLY REQUIRED FOR PERPETUAL LICENSES)						
Item No.	Description (For the provision of Software Maintenance and Support Services)	Unit of Measure (1)	Option Period	1 – 999 Users (A)	Number of Units for Evaluation Purposes (B)	Extended Price for Evaluation Purposes (A x B) (\$CAD) (C)
1	Development and quality assurance testing user licenses	Price per User License	Design & Implementation Steps - Year One	\$	500	\$
			Design & Implementation Steps - Year Two	\$	500	\$
			Design & Implementation Steps - Year Three	\$	500	\$
			Design & Implementation Steps - Year Four	\$	500	\$
			Design & Implementation Steps - Year Five	\$	500	\$
			Option Year 1	\$	500	\$
			Option Year 2	\$	500	\$
			Option Year 3	\$	500	\$
			Option Year 4	\$	500	\$
			Option Year 5	\$	500	\$
			Option Year 6	\$	500	\$
			Option Year 7	\$	500	\$
			Option Year 8	\$	500	\$
			Option Year 9	\$	500	\$
			Option Year 10	\$	500	\$
			Option Year 11	\$	500	\$
			Option Year 12	\$	500	\$
			Option Year 13	\$	500	\$
			Option Year 14	\$	500	\$
			Option Year 15	\$	500	\$

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Client Ref. No. – N° de réf. De client	File No. – N° du dossier	CCC No./ N° CCC – FMS No/ N° VME

PRICING TABLE 4.2		
IRREVOCABLE OPTION FOR SOFTWARE MAINTENANCE AND SUPPORT SERVICES – DEVELOPMENT & QUALITY ASSURANCE		
Software Maintenance and Support Services that can be purchased “as and when needed” at any time during either the Contract or any option year periods. (PRICING ONLY REQUIRED FOR PERPETUAL LICENSES)		
2	Table 4.2 Total for Evaluation (sum of Column C): \$ (Applicable Taxes Excluded)	
Design & Implementation Steps - Year 1: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Design & Implementation Steps - Year 2: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Design & Implementation Steps - Year 3: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Design & Implementation Steps - Year 4: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Design & Implementation Steps - Year 5: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Option Year 1: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Option Year 2: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Option Year 3: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Option Year 4: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Option Year 5: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Option Year 6: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Option Year 7: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Option Year 8: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Option Year 9: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Option Year 10: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Option Year 11: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Option Year 12: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Option Year 13: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Option Year 14: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Option Year 15: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	

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PRICING TABLE 4.3						
REQUIREMENT FOR LICENSED SOFTWARE – PRODUCTION						
(Price includes perpetually Licensed Software and a 12-month warranty)						
Item No.	Description (For the provision of production user licenses)	Unit of Measure (1)	Option Period	200 – 4,999 Users (A)	5,000 – 9,999 Users (B)	10,000 – 17,000 Users (C)
1	Production user licenses	Price per User License	Design & Implementation Steps - Year One	\$	\$	\$
2			Number for Evaluation Purposes	1,000	5,000	17,000
3		Extended Price (Price in Item 1 x Number of licenses in Item 2)				
4	Table 4.3 Total for Evaluation (sum of 3A +3B + 3C): (Applicable Taxes Excluded)					

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PRICING TABLE 4.4						
IRREVOCABLE OPTION FOR SOFTWARE MAINTENANCE AND SUPPORT SERVICES – PRODUCTION						
Software Maintenance and Support Services that can be purchased “as and when needed” at any time during either the Contract or any option year periods. (PRICING ONLY REQUIRED FOR PERPETUAL LICENSES)						
Item No.	Description (For the provision of Software Maintenance and Support Services)	Unit of Measure (1)	Option Period	200 – 4,999 Users (A)	5,000 – 9,999 Users (B)	10,000 – 17,000 Users (C)
1	Production user licenses	Price per User License	Design & Implementation Steps - Year One	\$	\$	\$
			Design & Implementation Steps - Year Two	\$	\$	\$
			Design & Implementation Steps - Year Three	\$	\$	\$
			Design & Implementation Steps - Year Four	\$	\$	\$
			Design & Implementation Steps - Year Five	\$	\$	\$
			Option Year 1	\$	\$	\$
			Option Year 2	\$	\$	\$
			Option Year 3	\$	\$	\$
			Option Year 4	\$	\$	\$
			Option Year 5	\$	\$	\$
			Option Year 6	\$	\$	\$
			Option Year 7	\$	\$	\$
			Option Year 8	\$	\$	\$
			Option Year 9	\$	\$	\$
			Option Year 10	\$	\$	\$
			Option Year 11	\$	\$	\$
			Option Year 12	\$	\$	\$
			Option Year 13	\$	\$	\$
			Option Year 14	\$	\$	\$

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PRICING TABLE 4.4				
IRREVOCABLE OPTION FOR SOFTWARE MAINTENANCE AND SUPPORT SERVICES – PRODUCTION				
Software Maintenance and Support Services that can be purchased “as and when needed” at any time during either the Contract or any option year periods. (PRICING ONLY REQUIRED FOR PERPETUAL LICENSES)				
		Option Year 15	\$	\$
2	Total for Evaluation (sum of Column): (Applicable Taxes Excluded)		\$	\$
3	Number for Evaluation Purposes		1,000	5,000
4	Extended Price (Total in Item 2 x Number of licenses in Item 3)			17,000
5	Table 4.4 Total for Evaluation (sum of Column 4A +4 B + 4C): (Applicable Taxes Excluded)			
Design & Implementation Steps - Year 1: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)				
Design & Implementation Steps - Year 2: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)				
Design & Implementation Steps - Year 3: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)				
Design & Implementation Steps - Year 4: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)				
Design & Implementation Steps - Year 5: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)				
Option Year 1: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)				
Option Year 2: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)				
Option Year 3: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)				
Option Year 4: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)				
Option Year 5: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)				
Option Year 6: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)				
Option Year 7: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)				
Option Year 8: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)				
Option Year 9: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)				
Option Year 10: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)				
Option Year 11: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)				
Option Year 12: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)				
Option Year 13: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)				
Option Year 14: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)				
Option Year 15: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)				

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Note to bidders: Please fill out tables 4.5 and 4.6 only if offering subscription licenses.

PRICING TABLE 4.5						
REQUIREMENT FOR LICENSED SOFTWARE – DEVELOPMENT & QUALITY ASSURANCE						
(Price includes Subscription Licensed Software, software maintenance and support, and a 12-month warranty)						
Item No.	Description (For the provision of development, quality assurance testing user licenses)	Unit of Measure (1)	Option Period	1 – 999 Users (A)	Number of Units for Evaluation Purposes (B)	Extended Price for Evaluation Purposes (A x B) (\$CAD) (C)
1	Development and quality assurance testing user licenses	\$	Design & Implementation Steps - Year One	\$	500	\$
			Design & Implementation Steps - Year Two	\$	500	\$
			Design & Implementation Steps - Year Three	\$	500	\$
			Design & Implementation Steps - Year Four	\$	500	\$
			Design & Implementation Steps - Year Five	\$	500	\$
			Option Year 1	\$	500	\$
			Option Year 2	\$	500	\$
			Option Year 3	\$	500	\$
	Option Year 4	\$	500	\$		
	Option Year 5	\$	500	\$		
	Option Year 6	\$	500	\$		
	Option Year 7	\$	500	\$		
	Option Year 8	\$	500	\$		

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		Option Year 9	\$	500	\$
		Option Year 10	\$	500	\$
		Option Year 11	\$	500	\$
		Option Year 12	\$	500	\$
		Option Year 13	\$	500	\$
		Option Year 14	\$	500	\$
		Option Year 15	\$	500	\$
2	Table 4.5 Total for Evaluation (sum of Column A and sum of Column C): (Applicable Taxes Excluded)				
Design & Implementation Steps - Year 1: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)					
Design & Implementation Steps - Year 2: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)					
Design & Implementation Steps - Year 3: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)					
Design & Implementation Steps - Year 4: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)					
Design & Implementation Steps - Year 5: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)					
Option Year 1: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)					
Option Year 2: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)					
Option Year 3: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)					
Option Year 4: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)					
Option Year 5: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)					
Option Year 6: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)					
Option Year 7: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)					
Option Year 8: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)					
Option Year 9: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)					
Option Year 10: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)					
Option Year 11: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)					
Option Year 12: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)					
Option Year 13: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)					
Option Year 14: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)					
Option Year 15: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)					

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PRICING TABLE 4.6						
REQUIREMENT FOR LICENSED SOFTWARE – PRODUCTION						
(Price includes Subscription Licensed Software, software maintenance and support, and a 12-month warranty)						
Item No.	Description (For the provision of production user licenses)	Unit of Measure (1)	Option Period	200 – 4,999 Users (A)	5,000 – 9,999 Users (B)	10,000 – 17,000 Users (C)
1	Production user licenses	Price per User License	Design & Implementation Steps - Year One	\$	\$	\$
			Design & Implementation Steps - Year Two	\$	\$	\$
			Design & Implementation Steps - Year Three	\$	\$	\$
			Design & Implementation Steps - Year Four	\$	\$	\$
			Design & Implementation Steps - Year Five	\$	\$	\$
			Option Year 1	\$	\$	\$
			Option Year 2	\$	\$	\$
			Option Year 3	\$	\$	\$
			Option Year 4	\$	\$	\$
			Option Year 5	\$	\$	\$
			Option Year 6	\$	\$	\$
			Option Year 7	\$	\$	\$
			Option Year 8	\$	\$	\$
			Option Year 9	\$	\$	\$
			Option Year 10	\$	\$	\$
			Option Year 11	\$	\$	\$
			Option Year 12	\$	\$	\$
			Option Year 13	\$	\$	\$
			Option Year 14	\$	\$	\$
			Option Year 15	\$	\$	\$
2	Total for Evaluation (sum of Column):			\$	\$	\$

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PRICING TABLE 4.6						
REQUIREMENT FOR LICENSED SOFTWARE – PRODUCTION						
(Price includes Subscription Licensed Software, software maintenance and support, and a 12-month warranty)						
Item No.	Description (For the provision of production user licenses)	Unit of Measure (1)	Option Period	200 – 4,999 Users (A)	5,000 – 9,999 Users (B)	10,000 – 17,000 Users (C)
			(Applicable Taxes Excluded)			
3			Number for Evaluation Purposes	1,000	5,000	17,000
4			Extended Price (Total in Item 2 x Number of licenses in Item 3)			
5			Table 4.6 Total for Evaluation (sum of Column 4A +4B + 4C): (Applicable Taxes Excluded)			
	Design & Implementation Steps - Year 1: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)					
	Design & Implementation Steps - Year 2: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)					
	Design & Implementation Steps - Year 3: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)					
	Design & Implementation Steps - Year 4: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)					
	Design & Implementation Steps - Year 5: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)					
	Option Year 1: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)					
	Option Year 2: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)					
	Option Year 3: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)					
	Option Year 4: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)					
	Option Year 5: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)					
	Option Year 6: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)					
	Option Year 7: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)					
	Option Year 8: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)					
	Option Year 9: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)					
	Option Year 10: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)					
	Option Year 11: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)					
	Option Year 12: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)					
	Option Year 13: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)					
	Option Year 14: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)					
	Option Year 15: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)					

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Note to bidders: Please fill out table 5.1 and 5.2 for perpetual licenses only.

PRICING TABLE 5.1			
OPTIONAL ADDITIONAL LICENSED SOFTWARE – DEVELOPMENT & QUALITY ASSURANCE			
(Price includes perpetually Licensed Software, software and a 12-month warranty, which can be purchased as and when required at any point during the contract or any option period.)			
Item No.	Description (For the provision of development, quality assurance testing)	Unit of Measure (1)	Option Period
1	Development and quality assurance testing user licenses	Price per User License	1 – 999 Users (A)
			Design & Implementation Steps - Year One
			Design & Implementation Steps - Year Two
			Design & Implementation Steps - Year Three
			Design & Implementation Steps - Year Four
			Design & Implementation Steps - Year Five
			Option Year 1
			Option Year 2
			Option Year 3
			Option Year 4
			Option Year 5
			Option Year 6
			Option Year 7
			Option Year 8
			Option Year 9
			Option Year 10
			Option Year 11
			Option Year 12
			Option Year 13
			Option Year 14
			Option Year 15

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2	Table 5.1 for Evaluation (sum of Column A): (Applicable Taxes Excluded):
Design & Implementation Steps - Year 1: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Design & Implementation Steps - Year 2: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Design & Implementation Steps - Year 3: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Design & Implementation Steps - Year 4: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Design & Implementation Steps - Year 5: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Option Year 1: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Option Year 2: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Option Year 3: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Option Year 4: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Option Year 5: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Option Year 6: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Option Year 7: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Option Year 8: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Option Year 9: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Option Year 10: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Option Year 11: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Option Year 12: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Option Year 13: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Option Year 14: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Option Year 15: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)

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PRICING TABLE 5.2						
OPTIONAL ADDITIONAL LICENSED SOFTWARE – PRODUCTION						
(Price includes perpetually Licensed Software, software and a 12-month warranty, which can be purchased as and when required at any point during the contract or any option period.)						
Item No.	Description (For the provision of Software Maintenance and Support Services)	Unit of Measure (1)	Option Period	200 – 4,999 Users (A)	5,000 – 9,999 Users (B)	10,000 – 17,000 Users (C)
1	Production user licenses	Price per User License	Design & Implementation Steps - Year One	\$	\$	\$
			Design & Implementation Steps - Year Two	\$	\$	\$
			Design & Implementation Steps - Year Three	\$	\$	\$
			Design & Implementation Steps - Year Four	\$	\$	\$
			Design & Implementation Steps - Year Five	\$	\$	\$
			Option Year 1	\$	\$	\$
			Option Year 2	\$	\$	\$
			Option Year 3	\$	\$	\$
			Option Year 4	\$	\$	\$
			Option Year 5	\$	\$	\$
			Option Year 6	\$	\$	\$
			Option Year 7	\$	\$	\$
			Option Year 8	\$	\$	\$
			Option Year 9	\$	\$	\$
			Option Year 10	\$	\$	\$
Option Year 11	\$	\$	\$			
Option Year 12	\$	\$	\$			
Option Year 13	\$	\$	\$			
Option Year 14	\$	\$	\$			
Option Year 15	\$	\$	\$			

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PRICING TABLE 5.2					
OPTIONAL ADDITIONAL LICENSED SOFTWARE – PRODUCTION					
(Price includes perpetually Licensed Software, software and a 12-month warranty, which can be purchased as and when required at any point during the contract or any option period.)					
Item No.	Description (For the provision of Software Maintenance and Support Services)	Unit of Measure (1)	Option Period	200 – 4,999 Users (A)	5,000 – 9,999 Users (B)
2			Total for Evaluation (sum of Column): (Applicable Taxes Excluded)	\$	\$
3			Table 5.2 Total for Evaluation (sum of Column 2A +2B + 2C): (Applicable Taxes Excluded)		
	Design & Implementation Steps - Year 1: [Start Date] up to and including [End Date]		(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)		
	Design & Implementation Steps - Year 2: [Start Date] up to and including [End Date]		(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)		
	Design & Implementation Steps - Year 3: [Start Date] up to and including [End Date]		(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)		
	Design & Implementation Steps - Year 4: [Start Date] up to and including [End Date]		(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)		
	Design & Implementation Steps - Year 5: [Start Date] up to and including [End Date]		(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)		
	Option Year 1: [Start Date] up to and including [End Date]		(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)		
	Option Year 2: [Start Date] up to and including [End Date]		(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)		
	Option Year 3: [Start Date] up to and including [End Date]		(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)		
	Option Year 4: [Start Date] up to and including [End Date]		(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)		
	Option Year 5: [Start Date] up to and including [End Date]		(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)		
	Option Year 6: [Start Date] up to and including [End Date]		(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)		
	Option Year 7: [Start Date] up to and including [End Date]		(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)		
	Option Year 8: [Start Date] up to and including [End Date]		(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)		
	Option Year 9: [Start Date] up to and including [End Date]		(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)		
	Option Year 10: [Start Date] up to and including [End Date]		(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)		
	Option Year 11: [Start Date] up to and including [End Date]		(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)		
	Option Year 12: [Start Date] up to and including [End Date]		(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)		
	Option Year 13: [Start Date] up to and including [End Date]		(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)		
	Option Year 14: [Start Date] up to and including [End Date]		(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)		
	Option Year 15: [Start Date] up to and including [End Date]		(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)		

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PRICING TABLE 6.1		
IRREVOCABLE OPTION ENTITY LICENSE (FOR EITHER SUBSCRIPTION OR PERPETUAL LICENSES)		
ITEM NO.	Description	Firm All-Inclusive Lot Price (A)
1	Entity License for Correctional Service Canada to use the Solution	\$
2	Estimated Total for Table 6.1 (taxes excl):	\$ _____
Note 1: The price listed in Column A (above) is a firm all-inclusive lot price covering CSC for the duration of the contract.		
Note 2: The price paid to exercise the option to increase the scope of the License to Entity-wide, as described above, will be calculated by taking the cost provided above (Item # 1, Column A) and subtracting any License costs paid up to and including the date that the option is exercised (as per Tables 4.1 through 4.6).		
Note 3: The entity license is in effect at TO BE FILLED IN licenses and allows for up to TO BE FILLED IN users under the same entity.		
Note 4: Subscription licenses must include software maintenance and support. Pricing for a subscription entity license (including maintenance and support), consists of an annual price that allows all authorized users to use the solution as required.		

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TABLE 6.2 - IRREVOCABLE OPTION FOR SOFTWARE MAINTENANCE AND SUPPORT SERVICES – ENTITY LICENSE (ONLY REQUIRED FOR PERPETUAL LICENSES)		
ITEM NO.	Description	All-Inclusive Firm Price (A)
1	Software Maintenance and Support Service for the Software Solution (Design & Implementation Steps - Year 1)	\$
2	Software Maintenance and Support Service for the Software Solution (Design & Implementation Steps - Year 2)	\$
3	Software Maintenance and Support Service for the Software Solution (Design & Implementation St - Year 3)	\$
4	Software Maintenance and Support Service for the Software Solution (Design & Implementation Steps - Year 4)	\$
5	Software Maintenance and Support Service for the Software Solution (Design & Implementation Steps - Year 5)	\$
6	Software Maintenance and Support Services for the Software Solution (Option Year 1)	\$
7	Software Maintenance and Support Services for the Software Solution (Option Year 2)	\$

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TABLE 6.2 - IRREVOCABLE OPTION FOR SOFTWARE MAINTENANCE AND SUPPORT SERVICES – ENTITY LICENSE (ONLY REQUIRED FOR PERPETUAL LICENSES)		
ITEM NO.	Description	All-Inclusive Firm Price (A)
8	Software Maintenance and Support Services for the Software Solution (Option Year 3)	\$
9	Software Maintenance and Support Services for the Software Solution (Option Year 4)	\$
10	Software Maintenance and Support Services for the Software Solution (Option Year 5)	\$
11	Software Maintenance and Support Services for the Software Solution (Option Year 6)	\$
12	Software Maintenance and Support Services for the Software Solution (Option Year 7)	\$
13	Software Maintenance and Support Services for the Software Solution (Option Year 8)	\$
14	Software Maintenance and Support Services for the Software Solution (Option Year 9)	\$
15	Software Maintenance and Support Services for the Software Solution (Option Year 10)	\$
16	Software Maintenance and Support Services for the Software Solution (Option Year 11)	\$

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TABLE 6.2 - IRREVOCABLE OPTION FOR SOFTWARE MAINTENANCE AND SUPPORT SERVICES – ENTITY LICENSE (ONLY REQUIRED FOR PERPETUAL LICENSES)		
ITEM NO.	Description	All-Inclusive Firm Price (A)
17	Software Maintenance and Support Services for the Software Solution (Option Year 12)	\$
18	Software Maintenance and Support Services for the Software Solution (Option Year 13)	\$
19	Software Maintenance and Support Services for the Software Solution (Option Year 14)	\$
20	Software Maintenance and Support Services for the Software Solution (Option Year 15)	\$
21	Total for Table 6.2 (sum of Column A):	\$ _____
AWARD)	Design & Implementation Steps - Year 1: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT	
AWARD)	Design & Implementation Steps - Year 2: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT	
AWARD)	Design & Implementation Steps - Year 3: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT	
AWARD)	Design & Implementation Steps - Year 4: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT	
AWARD)	Design & Implementation Steps - Year 5: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT	
	Option Year 1: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
	Option Year 2: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
	Option Year 3: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	

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TABLE 6.2 - IRREVOCABLE OPTION		
FOR SOFTWARE MAINTENANCE AND SUPPORT SERVICES – ENTITY LICENSE (ONLY REQUIRED FOR PERPETUAL LICENSES)		
ITEM NO.	Description	All-Inclusive Firm Price (A)
Option Year 4:	[Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Option Year 5:	[Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Option Year 6:	[Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Option Year 7:	[Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Option Year 8:	[Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Option Year 9:	[Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Option Year 10:	[Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Option Year 11:	[Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Option Year 12:	[Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Option Year 13:	[Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Option Year 14:	[Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Option Year 15:	[Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	

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2.	Table 7.1 Total (Sum of Column A) (Applicable Taxes Excluded)	\$ _____
Design & Implementation Steps - Year 1: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Design & Implementation Steps - Year 2: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Design & Implementation Steps - Year 3: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Design & Implementation Steps - Year 4: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Design & Implementation Steps - Year 5: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Option Year 1: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Option Year 2: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Option Year 3: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Option Year 4: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Option Year 5: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Option Year 6: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Option Year 7: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Option Year 8: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Option Year 9: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Option Year 10: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Option Year 11: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Option Year 12: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Option Year 13: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Option Year 14: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	
Option Year 15: [Start Date] up to and including [End Date]	(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)	

PRICING TABLE 7.2			
IRREVOCABLE OPTIONS FOR LICENSED SOFTWARE FOR OTHER GOVERNMENT AGENCIES			
(Price includes Subscription Licensed Software, software maintenance and support, and a 12-month warranty, which can be purchased as and when requested at any point during the contract any option period)			
Note: Pricing provided in Table 7.2 will not be used during the evaluation phase.			
Item No.	Description (For the provision of User Licenses)	Unit of Measure (1)	Firm, All-Inclusive Price per User License
1.		Design & Implementation Steps - Year 1	\$

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PRICING TABLE 7.2			
IRREVOCABLE OPTIONS FOR LICENSED SOFTWARE FOR OTHER GOVERNMENT AGENCIES			
(Price includes Subscription Licensed Software, software maintenance and support, and a 12-month warranty, which can be purchased as and when requested at any point during the contract any option period)			
Note: Pricing provided in Table 7.2 will not be used during the evaluation phase.			
Item No.	Description (For the provision of User Licenses)	Unit of Measure (1)	Contract Period
	Subscription licensed software	Price Per User License	Design & Implementation Steps - Year 2
			Design & Implementation Steps - Year 3
			Design & Implementation Steps - Year 4
			Design & Implementation Steps - Year 5
			Option Year 1
			Option Year 2
			Option Year 3
			Option Year 4
			Option Year 5
			Option Year 6
			Option Year 7
			Option Year 8
			Option Year 9
			Option Year 10
			Option Year 11
			Option Year 12
			Option Year 13
			Option Year 14
			Option Year 15
2.			Table 7.2 Total (Sum of Column A)
			(Applicable Taxes Excluded)
			Design & Implementation Steps - Year 1: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)

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PRICING TABLE 7.2			
IRREVOCABLE OPTIONS FOR LICENSED SOFTWARE FOR OTHER GOVERNMENT AGENCIES			
(Price includes Subscription Licensed Software, software maintenance and support, and a 12-month warranty, which can be purchased as and when requested at any point during the contract any option period)			
Note: Pricing provided in Table 7.2 will not be used during the evaluation phase.			
Item No.	Description (For the provision of User Licenses)	Unit of Measure (1)	Firm, All-Inclusive Price per User License
	Design & Implementation Steps - Year 2: [Start Date] up to and including [End Date]		(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
	Design & Implementation Steps - Year 3: [Start Date] up to and including [End Date]		(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
	Design & Implementation Steps - Year 4: [Start Date] up to and including [End Date]		(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
	Design & Implementation Steps - Year 5: [Start Date] up to and including [End Date]		(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
	Option Year 1: [Start Date] up to and including [End Date]		(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
	Option Year 2: [Start Date] up to and including [End Date]		(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
	Option Year 3: [Start Date] up to and including [End Date]		(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
	Option Year 4: [Start Date] up to and including [End Date]		(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
	Option Year 5: [Start Date] up to and including [End Date]		(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
	Option Year 6: [Start Date] up to and including [End Date]		(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
	Option Year 7: [Start Date] up to and including [End Date]		(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
	Option Year 8: [Start Date] up to and including [End Date]		(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
	Option Year 9: [Start Date] up to and including [End Date]		(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
	Option Year 10: [Start Date] up to and including [End Date]		(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
	Option Year 11: [Start Date] up to and including [End Date]		(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
	Option Year 12: [Start Date] up to and including [End Date]		(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
	Option Year 13: [Start Date] up to and including [End Date]		(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
	Option Year 14: [Start Date] up to and including [End Date]		(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
	Option Year 15: [Start Date] up to and including [End Date]		(EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)

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PRICING TABLE 7.3				
IRREVOCABLE OPTIONS FOR SOFTWARE MAINTENANCE AND SUPPORT SERVICES FOR OTHER GOVERNMENT AGENCIES				
Software Maintenance and Support Services that can be purchased “as and when needed” at any time during the contract or any option period. (PRICING ONLY REQUIRED FOR PERPETUAL LICENSES)				
Note: Pricing provided in Table 7.3 will not be used during the evaluation phase.				
Item No.	Description (For the provision of Software Maintenance and Support Services)	Unit of Measure (1) License	Contract Period	Firm, All-Inclusive Price per License
1.	Perpetually licensed software	Price per License	Design & Implementation Steps - Year 1	\$
			Design & Implementation Steps - Year 2	\$
			Design & Implementation Steps - Year 3	\$
			Design & Implementation Steps - Year 4	\$
			Design & Implementation Steps - Year 5	\$
			Option Year 1	\$
			Option Year 2	\$
			Option Year 3	\$
			Option Year 4	\$
			Option Year 5	\$
			Option Year 6	\$
			Option Year 7	\$
			Option Year 8	\$
			Option Year 9	\$
			Option Year 10	\$
Option Year 11	\$			
Option Year 12	\$			
Option Year 13	\$			
Option Year 14	\$			
Option Year 15	\$			
2.	Table 7.3 Total for (Sum of Column A) (Applicable Taxes Excluded)			\$_____

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Design & Implementation Steps - Year 1: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Design & Implementation Steps - Year 2: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Design & Implementation Steps - Year 3: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Design & Implementation Steps - Year 4: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Design & Implementation Steps - Year 5: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Option Year 1: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Option Year 2: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Option Year 3: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Option Year 4: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Option Year 5: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Option Year 6: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Option Year 7: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Option Year 8: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Option Year 9: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Option Year 10: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Option Year 11: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Option Year 12: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Option Year 13: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Option Year 14: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Option Year 15: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)

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TABLE 8 – OPTIONAL PROFESSIONAL SERVICES				
FIRM ALL INCLUSIVE PER DIEM RATES FOR OPTIONAL PROFESSIONAL SERVICES TO BE PROVIDED ON AN “AS AND WHEN REQUESTED BASIS”				
ITEM NO.	RESOURCE CATEGORY	FIRM PER DIEM RATE FOR RESOURCE CATEGORY (A)	NO. OF DAYS FOR EVALUATION PURPOSES ONLY (B)	EXTENDED PRICE FOR EVALUATION PURPOSES (C) = (A x B)
RESOURCE CATEGORY 1: SOLUTION ARCHITECT				
1	Design & Implementation Steps - Year One	\$	40	\$
2	Design & Implementation Steps - Year Two	\$	40	\$
3	Design & Implementation Steps - Year Three	\$	40	\$
4	Design & Implementation Steps - Year Four	\$	40	\$
5	Design & Implementation Steps - Year Five	\$	40	\$
6	Option Year 1	\$	40	\$
7	Option Year 2	\$	40	\$
8	Option Year 3	\$	40	\$
9	Option Year 4	\$	40	\$
10	Option Year 5	\$	40	\$
11	Option Year 6	\$	40	\$
12	Option Year 7	\$	40	\$
13	Option Year 8	\$	40	\$
14	Option Year 9	\$	40	\$
15	Option Year 10	\$	40	\$
16	Option Year 11	\$	40	\$
17	Option Year 12	\$	40	\$
18	Option Year 13	\$	40	\$

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19	Option Year 14	\$		40	\$
20	Option Year 15	\$		40	\$
21	Sub-Total Resource Category 1 (SUM of C1 to C20): \$_____				
RESOURCE CATEGORY 2: APPLICATION ARCHITECT					
22	Design & Implementation Steps - Year One	\$		40	\$
23	Design & Implementation Steps - Year Two	\$		40	\$
24	Design & Implementation Steps - Year Three	\$		40	\$
25	Design & Implementation Steps - Year Four	\$		40	\$
26	Design & Implementation Steps - Year Five	\$		40	\$
27	Option Year 1	\$		40	\$
28	Option Year 2	\$		40	\$
29	Option Year 3	\$		40	\$
30	Option Year 4	\$		40	\$
31	Option Year 5	\$		40	\$
32	Option Year 6	\$		40	\$
33	Option Year 7	\$		40	\$
34	Option Year 8	\$		40	\$
35	Option Year 9	\$		40	\$
36	Option Year 10	\$		40	\$
37	Option Year 11	\$		40	\$
38	Option Year 12	\$		40	\$
39	Option Year 13	\$		40	\$
40	Option Year 14	\$		40	\$
41	Option Year 15	\$		40	\$
42	Sub-Total Resource Category 2 (SUM of C22 to C41): \$_____				
RESOURCE CATEGORY 3: DATA ARCHITECT					
43	Design & Implementation Steps - Year One	\$		40	\$
44	Design & Implementation Steps - Year Two	\$		40	\$

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45	Design & Implementation Steps - Year Three	\$	40	\$
46	Design & Implementation Steps - Year Four	\$	40	\$
47	Design & Implementation Steps - Year Five	\$	40	\$
48	Option Year 1	\$	40	\$
49	Option Year 2	\$	40	\$
50	Option Year 3	\$	40	\$
51	Option Year 4	\$	40	\$
52	Option Year 5	\$	40	\$
53	Option Year 6	\$	40	\$
54	Option Year 7	\$	40	\$
55	Option Year 8	\$	40	\$
56	Option Year 9	\$	40	\$
57	Option Year 10	\$	40	\$
58	Option Year 11	\$	40	\$
59	Option Year 12	\$	40	\$
60	Option Year 13	\$	40	\$
61	Option Year 14	\$	40	\$
62	Option Year 15	\$	40	\$
63	Sub-Total Resource Category 3 (SUM of C43 to C62): \$ _____			
RESOURCE CATEGORY 4: SECURITY ARCHITECT				
64	Design & Implementation Steps - Year One	\$	40	\$
65	Design & Implementation Steps - Year Two	\$	40	\$
66	Design & Implementation Steps - Year Three	\$	40	\$
67	Design & Implementation Steps - Year Four	\$	40	\$
68	Design & Implementation Steps - Year Five	\$	40	\$
69	Option Year 1	\$	40	\$
70	Option Year 2	\$	40	\$
71	Option Year 3	\$	40	\$
72	Option Year 4	\$	40	\$

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73	Option Year 5	\$		40	\$
74	Option Year 6	\$		40	\$
75	Option Year 7	\$		40	\$
76	Option Year 8	\$		40	\$
77	Option Year 9	\$		40	\$
78	Option Year 10	\$		40	\$
79	Option Year 11	\$		40	\$
80	Option Year 12	\$		40	\$
81	Option Year 13	\$		40	\$
82	Option Year 14	\$		40	\$
83	Option Year 15	\$		40	\$
84	Sub-Total Resource Category 4 (SUM of C64 to C83):				\$_____
RESOURCE CATEGORY 5: APPLICATION FUNCTIONAL ANALYST					
85	Design & Implementation Steps - Year One	\$		40	\$
86	Design & Implementation Steps - Year Two	\$		40	\$
87	Design & Implementation Steps - Year Three	\$		40	\$
88	Design & Implementation Steps - Year Four	\$		40	\$
89	Design & Implementation Steps - Year Five	\$		40	\$
90	Option Year 1	\$		40	\$
91	Option Year 2	\$		40	\$
92	Option Year 3	\$		40	\$
93	Option Year 4	\$		40	\$
94	Option Year 5	\$		40	\$
95	Option Year 6	\$		40	\$
96	Option Year 7	\$		40	\$
97	Option Year 8	\$		40	\$
98	Option Year 9	\$		40	\$
99	Option Year 10	\$		40	\$
100	Option Year 11	\$		40	\$

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101	Option Year 12	\$	40	\$
102	Option Year 13	\$	40	\$
103	Option Year 14	\$	40	\$
104	Option Year 15	\$	40	\$
105	Sub-Total Resource Category 5 (SUM of C85 to C104):			\$_____
RESOURCE CATEGORY 6: SYSTEMS ANALYST				
106	Design & Implementation Steps - Year One	\$	40	\$
107	Design & Implementation Steps - Year Two	\$	40	\$
108	Design & Implementation Steps - Year Three	\$	40	\$
109	Design & Implementation Steps - Year Four	\$	40	\$
110	Design & Implementation Steps - Year Five	\$	40	\$
111	Option Year 1	\$	40	\$
112	Option Year 2	\$	40	\$
113	Option Year 3	\$	40	\$
114	Option Year 4	\$	40	\$
115	Option Year 5	\$	40	\$
116	Option Year 6	\$	40	\$
117	Option Year 7	\$	40	\$
118	Option Year 8	\$	40	\$
119	Option Year 9	\$	40	\$
120	Option Year 10	\$	40	\$
121	Option Year 11	\$	40	\$
122	Option Year 12	\$	40	\$
123	Option Year 13	\$	40	\$
124	Option Year 14	\$	40	\$
125	Option Year 15	\$	40	\$
126	Sub-Total Resource Category 6 (SUM of C106 to C125):			\$_____
RESOURCE CATEGORY 7: PROGRAMMER / SOFTWARE DEVELOPER				

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127	Design & Implementation Steps - Year One	\$	40	\$
128	Design & Implementation Steps - Year Two	\$	40	\$
129	Design & Implementation Steps - Year Three	\$	40	\$
130	Design & Implementation Steps - Year Four	\$	40	\$
131	Design & Implementation Steps - Year Five	\$	40	\$
132	Option Year 1	\$	40	\$
133	Option Year 2	\$	40	\$
134	Option Year 3	\$	40	\$
135	Option Year 4	\$	40	\$
136	Option Year 5	\$	40	\$
137	Option Year 6	\$	40	\$
138	Option Year 7	\$	40	\$
139	Option Year 8	\$	40	\$
140	Option Year 9	\$	40	\$
141	Option Year 10	\$	40	\$
142	Option Year 11	\$	40	\$
143	Option Year 12	\$	40	\$
144	Option Year 13	\$	40	\$
145	Option Year 14	\$	40	\$
146	Option Year 15	\$	40	\$
147	Sub-Total Resource Category 7 (SUM of C127 to C146):			\$_____
RESOURCE CATEGORY 8: DATA CONVERSION / MIGRATION SPECIALIST				
148	Design & Implementation Steps - Year One	\$	40	\$

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149	Design & Implementation Steps - Year Two	\$	40	\$
150	Design & Implementation Steps - Year Three	\$	40	\$
151	Design & Implementation Steps - Year Four	\$	40	\$
152	Design & Implementation Steps - Year Five	\$	40	\$
153	Option Year 1	\$	40	\$
154	Option Year 2	\$	40	\$
155	Option Year 3	\$	40	\$
156	Option Year 4	\$	40	\$
157	Option Year 5	\$	40	\$
158	Option Year 6	\$	40	\$
159	Option Year 7	\$	40	\$
160	Option Year 8	\$	40	\$
161	Option Year 9	\$	40	\$
162	Option Year 10	\$	40	\$
163	Option Year 11	\$	40	\$
164	Option Year 12	\$	40	\$
165	Option Year 13	\$	40	\$
166	Option Year 14	\$	40	\$
167	Option Year 15	\$	40	\$
168	Sub-Total Resource Category 8 (SUM of C148 to C167):			\$ _____
RESOURCE CATEGORY 9: DATABASE ADMINISTRATOR				
169	Design & Implementation Steps - Year One	\$	40	\$
170	Design & Implementation Steps - Year Two	\$	40	\$

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171	Design & Implementation Steps - Year Three	\$	40	\$
172	Design & Implementation Steps - Year Four	\$	40	\$
173	Design & Implementation Steps - Year Five	\$	40	\$
174	Option Year 1	\$	40	\$
175	Option Year 2	\$	40	\$
176	Option Year 3	\$	40	\$
177	Option Year 4	\$	40	\$
178	Option Year 5	\$	40	\$
179	Option Year 6	\$	40	\$
180	Option Year 7	\$	40	\$
181	Option Year 8	\$	40	\$
182	Option Year 9	\$	40	\$
183	Option Year 10	\$	40	\$
184	Option Year 11	\$	40	\$
185	Option Year 12	\$	40	\$
186	Option Year 13	\$	40	\$
187	Option Year 14	\$	40	\$
188	Option Year 15	\$	40	\$
189	Sub-Total Resource Category 9 (SUM of C169 to C188):			\$_____
RESOURCE CATEGORY 10: TESTER				
190	Design & Implementation Steps - Year One	\$	40	\$
191	Design & Implementation Steps - Year Two	\$	40	\$
192	Design & Implementation Steps - Year Three	\$	40	\$

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193	Design & Implementation Steps - Year Four	\$	40	\$
194	Design & Implementation Steps - Year Five	\$	40	\$
195	Option Year 1	\$	40	\$
196	Option Year 2	\$	40	\$
197	Option Year 3	\$	40	\$
198	Option Year 4	\$	40	\$
199	Option Year 5	\$	40	\$
200	Option Year 6	\$	40	\$
201	Option Year 7	\$	40	\$
202	Option Year 8	\$	40	\$
203	Option Year 9	\$	40	\$
204	Option Year 10	\$	40	\$
205	Option Year 11	\$	40	\$
206	Option Year 12	\$	40	\$
207	Option Year 13	\$	40	\$
208	Option Year 14	\$	40	\$
209	Option Year 15	\$	40	\$
210	Sub-Total Resource Category 10 (SUM of C190 to C209):			\$_____
RESOURCE CATEGORY 11: TRAINING SPECIALIST				
211	Design & Implementation Steps - Year One	\$	40	\$
212	Design & Implementation Steps - Year Two	\$	40	\$
213	Design & Implementation Steps - Year Three	\$	40	\$
214	Design & Implementation Steps - Year Four	\$	40	\$

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215	Design & Implementation Steps - Year Five	\$	40	\$
216	Option Year 1	\$	40	\$
217	Option Year 2	\$	40	\$
218	Option Year 3	\$	40	\$
219	Option Year 4	\$	40	\$
220	Option Year 5	\$	40	\$
221	Option Year 6	\$	40	\$
222	Option Year 7	\$	40	\$
223	Option Year 8	\$	40	\$
224	Option Year 9	\$	40	\$
225	Option Year 10	\$	40	\$
226	Option Year 11	\$	40	\$
227	Option Year 12	\$	40	\$
228	Option Year 13	\$	40	\$
229	Option Year 14	\$	40	\$
230	Option Year 15	\$	40	\$
231	Sub-Total Resource Category 11 (SUM of C211 to C230):			\$_____
RESOURCE CATEGORY 12: ANALYTICS LEAD				
232	Design & Implementation Steps - Year One	\$	40	\$
233	Design & Implementation Steps - Year Two	\$	40	\$
234	Design & Implementation Steps - Year Three	\$	40	\$
235	Design & Implementation Steps - Year Four	\$	40	\$
236	Design & Implementation Steps - Year Five	\$	40	\$

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237	Option Year 1	\$	40	\$
238	Option Year 2	\$	40	\$
239	Option Year 3	\$	40	\$
240	Option Year 4	\$	40	\$
241	Option Year 5	\$	40	\$
242	Option Year 6	\$	40	\$
243	Option Year 7	\$	40	\$
244	Option Year 8	\$	40	\$
245	Option Year 9	\$	40	\$
246	Option Year 10	\$	40	\$
247	Option Year 11	\$	40	\$
248	Option Year 12	\$	40	\$
249	Option Year 13	\$	40	\$
250	Option Year 14	\$	40	\$
251	Option Year 15	\$	40	\$
252	Sub-Total Resource Category 12 (SUM of C232 to C251):			\$_____
RESOURCE CATEGORY 13: ANALYTICS DATA SCIENTIST				
253	Design & Implementation Steps - Year One	\$	40	\$
254	Design & Implementation Steps - Year Two	\$	40	\$
255	Design & Implementation Steps - Year Three	\$	40	\$
256	Design & Implementation Steps - Year Four	\$	40	\$
257	Design & Implementation Steps - Year Five	\$	40	\$
258	Option Year 1	\$	40	\$

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259	Option Year 2	\$	40	\$
260	Option Year 3	\$	40	\$
261	Option Year 4	\$	40	\$
262	Option Year 5	\$	40	\$
263	Option Year 6	\$	40	\$
264	Option Year 7	\$	40	\$
265	Option Year 8	\$	40	\$
266	Option Year 9	\$	40	\$
267	Option Year 10	\$	40	\$
268	Option Year 11	\$	40	\$
269	Option Year 12	\$	40	\$
270	Option Year 13	\$	40	\$
271	Option Year 14	\$	40	\$
272	Option Year 15	\$	40	\$
273	Sub-Total Resource Category 13 (SUM of C253 to C272):			\$_____
RESOURCE CATEGORY 14: ANALYTICS DATA MODELLER				
274	Design & Implementation Steps - Year One	\$	40	\$
275	Design & Implementation Steps - Year Two	\$	40	\$
276	Design & Implementation Steps - Year Three	\$	40	\$
277	Design & Implementation Steps - Year Four	\$	40	\$
278	Design & Implementation Steps - Year Five	\$	40	\$
279	Option Year 1	\$	40	\$
280	Option Year 2	\$	40	\$

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281	Option Year 3	\$		40	\$
282	Option Year 4	\$		40	\$
283	Option Year 5	\$		40	\$
284	Option Year 6	\$		40	\$
285	Option Year 7	\$		40	\$
286	Option Year 8	\$		40	\$
287	Option Year 9	\$		40	\$
288	Option Year 10	\$		40	\$
289	Option Year 11	\$		40	\$
290	Option Year 12	\$		40	\$
291	Option Year 13	\$		40	\$
292	Option Year 14	\$		40	\$
293	Option Year 15	\$		40	\$
294	Sub-Total Resource Category 14 (SUM of C274 to C293):				\$ _____
RESOURCE CATEGORY 15: ANALYTICS DATA ANALYST					
295	Design & Implementation Steps - Year One	\$		40	\$
296	Design & Implementation Steps - Year Two	\$		40	\$
297	Design & Implementation Steps - Year Three	\$		40	\$
298	Design & Implementation Steps - Year Four	\$		40	\$
299	Design & Implementation Steps - Year Five	\$		40	\$
300	Option Year 1	\$		40	\$
301	Option Year 2	\$		40	\$
302	Option Year 3	\$		40	\$

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303	Option Year 4	\$	40	\$
304	Option Year 5	\$	40	\$
305	Option Year 6	\$	40	\$
306	Option Year 7	\$	40	\$
307	Option Year 8	\$	40	\$
308	Option Year 9	\$	40	\$
309	Option Year 10	\$	40	\$
310	Option Year 11	\$	40	\$
311	Option Year 12	\$	40	\$
312	Option Year 13	\$	40	\$
313	Option Year 14	\$	40	\$
314	Option Year 15	\$	40	\$
315	Sub-Total Resource Category 15 (SUM of C295 to C314): \$ _____			
RESOURCE CATEGORY 16: ANALYTICS DATA ENGINEER				
316	Design & Implementation Steps - Year One	\$	40	\$
317	Design & Implementation Steps - Year Two	\$	40	\$
318	Design & Implementation Steps - Year Three	\$	40	\$
319	Design & Implementation Steps - Year Four	\$	40	\$
320	Design & Implementation Steps - Year Five	\$	40	\$
321	Option Year 1	\$	40	\$
322	Option Year 2	\$	40	\$
323	Option Year 3	\$	40	\$
324	Option Year 4	\$	40	\$

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325	Option Year 5	\$	40	\$
326	Option Year 6	\$	40	\$
327	Option Year 7	\$	40	\$
328	Option Year 8	\$	40	\$
329	Option Year 9	\$	40	\$
330	Option Year 10	\$	40	\$
331	Option Year 11	\$	40	\$
332	Option Year 12	\$	40	\$
333	Option Year 13	\$	40	\$
334	Option Year 14	\$	40	\$
335	Option Year 15	\$	40	\$
336	Sub-Total Resource Category 16 (SUM of C316 to C335): \$ _____			
337	Table 8 for Evaluation (Sum of rows C21 + C42 + C63 + C84 + C105 + C126 + C147 + C168 + C189 + C210 + C231 + C252 + C273 + C294 + C315 + C336): Design & Implementation Steps - Year One: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD) Design & Implementation Steps - Year Two: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD) Design & Implementation Steps - Year Three: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD) Design & Implementation Steps - Year Four: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD) Design & Implementation Steps - Year Five: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD) Option Year 1: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD) Option Year 2: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD) Option Year 3: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD) Option Year 4: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD) Option Year 5: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)			

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Option Year 6: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Option Year 7: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Option Year 8: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Option Year 9: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Option Year 10: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Option Year11: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Option Year 12: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Option Year 13: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Option Year 14: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)
Option Year 15: [Start Date] up to and including [End Date] (EXACT DATES WILL BE FILLED IN UPON CONTRACT AWARD)

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TABLE A – TOTAL BID PRICE (TBP) FOR EVALUATION PURPOSES		
ITEM NO.	DESCRIPTION	FORMULA
1.	For the delivery of Solution Design Step Deliverables to be provided on an as-and-when requested basis as described in Annex A – Statement of Work and in accordance with the Task Authorization process.	Total from Table 2.1 – A18 and Table 2.2 – N of Annex C
2.	For Solution Implementation Step deliverables to be provided on an as-and-when requested basis as described in Annex A – Statement of Work and in accordance with the Task Authorization process.	Total from Table 3.1 – A12, and Table 3.2 – B
3.	Perpetually licensed Software for development and quality assurance testing user licenses. This includes perpetually licensed software and a 12-month warranty as detailed in Table 4.1 of Annex C. (if applicable)	Total from Table 4.1 – 2 of Annex C Note: Bidders are required to complete Table 4.1, 4.2, 4.3 and 4.4 for perpetual licenses
4.	Irrevocable option for software maintenance and support services for development and quality assurance licenses that can be purchased at any point during the Contract or any	Table 4.2 – 2 of Annex C Note: Bidders are required to complete Table 4.1, 4.2,

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TABLE A – TOTAL BID PRICE (TBP) FOR EVALUATION PURPOSES			
ITEM NO.	DESCRIPTION	FORMULA	TOTAL BID PRICE
	option year as detailed in Table 4.2 of Annex C. (if applicable)	4.3 and 4.4 for perpetual licenses	
5.	Perpetually Licensed Software for production user licenses during the Design and Implementation Step (Year One) as detailed in Table 4.3 of Annex C. (if applicable)	Table 4.3 – 4 of Annex C Note: Bidders are required to complete Table 4.1, 4.2, 4.3 and 4.4 for perpetual licenses	
6.	Irrevocable option for software maintenance and support services for production user licenses as detailed in Table 4.4 of Annex C. (if applicable)	Table 4.4 – 5 of Annex C Note: Bidders are required to complete Table 4.1, 4.2, 4.3 and 4.4 for perpetual licenses	
7.	Subscription Licensed Software, software maintenance and support for development and quality assurance testing user licenses. Pricing includes subscription licensed software and a 12-month warranty as detailed in Table 4.5 of Annex C. (if applicable)	Total from Table 4.5 – 2 of Annex C Note: Bidders are required to complete Table 4.5 and Table 4.6 for subscription licenses	\$_____
8.	Subscription Licensed Software, software maintenance and support,	Total from Table 4.6 – 5 of Annex C	

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TABLE A – TOTAL BID PRICE (TBP) FOR EVALUATION PURPOSES			
ITEM NO.	DESCRIPTION	FORMULA	TOTAL BID PRICE
	and a 12-month warranty for production user licenses as detailed in Table 4.6 of Annex C. (if applicable)	Note: Bidders are required to complete Table 4.5 and Table 4.6 for subscription licenses	
9.	Optional additional software for perpetually licensed software, and a 12-month warranty, which can be purchased as and when required at any point during the contract period as detailed in Table 5.1 of Annex C. (if applicable)	Total from Table 5.1 – 2 of Annex C Note: Bidders are required to complete both Table 5.1 and 5.2 only if offering perpetually licenses	\$_____
10.	Optional additional perpetually licensed software for production user licenses. This includes software maintenance and support, and a 12-month warranty, which can be purchased as and when required at any point during the contract period as detailed in Table 5.2 of Annex C. (if applicable)	Total from Table 5.2 – 3 of Annex C Note: Bidders are required to complete both Table 5.1 and 5.2 only if offering perpetual licenses	
11.	Optional additional Subscription Licensed Software for development and quality assurance testing user licenses. Pricing includes subscription licensed software, software	Total from Table 4.5 2A of Annex C Note: Bidders are only required to complete Table	

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TABLE A – TOTAL BID PRICE (TBP) FOR EVALUATION PURPOSES			
ITEM NO.	DESCRIPTION	FORMULA	TOTAL BID PRICE
	maintenance and support, and a 12-month warranty, which can be purchased as and when required at any point during the contract period as detailed in Table 4.5 of Annex C. (if applicable)	4.5 and 4.6 for subscription licensed software	
12.	Optional additional software for production user licenses. Pricing includes subscription licensed software, software maintenance and support, and a 12-month warranty, which can be purchased as and when required at any point during the contract period as detailed in Table 4.6 of Annex C. (if applicable)	Table 4.6 sum of 2A +2B+2C of Annex C Note: Bidders are required to complete Table 4.5 and 4.6 for subscription licensed software	\$_____
13.	Entity License for Correctional Service Canada to use the Solution as detailed in Table 6.1 of Annex C.	Total from Table 6.1 – 2 of Annex C	\$_____
14.	Irrevocable options for Software Maintenance and Support Services – Entity License for perpetual licenses as detailed in Table 6.2 of Annex C. (if applicable)	Total from Table 6.2 – 21 of Annex C Note: Only bidders offering perpetual licenses are required to fill out table 6.2.	\$_____

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Client Ref. No. – N° de réf. De client	File No. – N° du dossier	CCC No./ N° CCC – FMS No/ N° VME

TABLE A – TOTAL BID PRICE (TBP) FOR EVALUATION PURPOSES			
ITEM NO.	DESCRIPTION	FORMULA	TOTAL BID PRICE
15.	For the provision of Professional Services to be provided on an “as and when requested” basis as detailed in Table 8 of Annex C.	Total from Table 8 – 337 of Annex C	\$ _____

ANNEX D

PRIVACY OBLIGATIONS

1. Auditing Compliance

- (a) In the event Canada needs to conduct security audits, inspections and/or review any additional information (e.g., documentation, data protection description, data architecture and security descriptions) pursuant to Section 12.1, both Parties agree to negotiate a solution in good faith and consider both the rationale for Canada's request and the Contractor's processes and protocols.
- (b) Within 30 days of request from the Contracting Authority, the Contractor must engage a third party to conduct a privacy audit or provide evidence to confirm that it does not generate, collect, use, store or disclose any additional personal information as defined by Canada, other than Client data as defined by the Contractor and does not specifically have Personal Information in Support Data (collected in logs (e.g., telemetry data such as email message headers and content).

2. Data Ownership and Privacy Requests

- (a) Client Data including all Personal Information (PI) will be used or otherwise processed only to provide the Services, including purposes compatible with providing the Services. The Contractor must not use or otherwise process Canada Data or derive information from it for any advertising or similar commercial purposes. As between the parties, the Client retains all right, title and interest in and to Client Data. The Contractor acquires no rights in Canada Data, other than the rights Client grants to the Contractor to provide the Solution to the Customer.
- (b) All data the Contractor stores, hosts or processes on behalf of Canada remains the property of Canada. When requested by the Contracting Authority, the Contractor must provide Personal Information records within five Federal Government Working Days (or seven Federal Government Working Days if it must be retrieved from offsite backup/replication) in a Word or Excel document.

3. Assist in Delivery of Canada's Privacy Impact Assessment

- (a) Upon request of the Technical Authority, the Contractor must support Canada in creating a privacy impact assessment in accordance with the Treasury Board Directive on Privacy Impact Assessment (<https://www.statcan.gc.ca/eng/about/pia/dcpia>) by assisting the Canada with the supporting documentation including a foundational PIA for Canada provided by the Contractor. The Contractor agrees to provide this support within ten working days of a request or within a mutually agreed upon timeframe depending on the complexity of the request by the Canada.

4. Privacy Breach

- (a) The Contractor must alert and promptly notify the Technical Authority (via phone and email) of any compromise, breach or of any evidence that leads the Contractor to reasonably believe that risk of compromise, or a breach, is or may be imminent, or if existing safeguards have ceased to function, over the following period (7 days x 24 hours x 365 days).
- (b) If the Contractor becomes aware of a breach of security leading to the accidental or unlawful destruction, loss, alteration, unauthorized disclosure of, or access to Client Data or Personal Information while processed by the Contractor (each a "Security Incident"), the Contractor must promptly and without undue delay:
 - (i) notify Canada of the Security Incident;

- (ii) investigate the Security Incident and provide Canada with detailed information about the Security Incident; and
 - (iii) take reasonable steps to mitigate the effects and to minimize any damage resulting from the Security Incident.
- (c) The Contractor must:
 - (i) Maintain a record of security breaches with a description of the breach, the time period, the consequences of the breach, the name of the reporter, and to whom the breach was reported, and the procedure for recovering data; and
 - (ii) Tracks, or enables Canada to track, disclosures of Canada Data, including what data has been disclosed, to whom, and at what time.

Form 2 – Substantiation of Technical Compliance

1. MANDATORY REQUIREMENTS

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
M1	Corporate Experience	<p>The Bidder must demonstrate that it has the corporate qualifications, experience and capacity to deliver the proposed Solution by providing an overview of the Bidder's corporate organization, including, at a minimum:</p> <ul style="list-style-type: none"> a) A description of the corporate structure; b) The number of years in business; c) An overview of main business activities or divisions; d) Number of client organizations using the proposed Solution; e) A list of public safety clients; f) A description of the Bidder's relationship and experience with the software products included in the proposed Solution; g) The number of versions of the proposed Solution deployed (major and minor releases) to client organizations; h) A corporate history in relation to software solutions for the public safety sector; 		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
		<p>i) A recent estimate of the number of employees with experience implementing the proposed Solution; and</p> <p>j) An overview of geographic locations.</p>		
M2	Public Safety Project Implementation References	<p>The Bidder must provide two (2) references for large, complex, multi-year system implementation projects of a system similar to OMS Modernization in a public safety environment delivered within the past ten (10) years that includes implementation of the proposed Solution. The references must meet the following criteria:</p> <p>a) The value of the Bidder's contract must be CAD\$10M or greater, including, but not limited to, software acquisition, customization, training, data conversion and deployment;</p> <p>b) Each project must involve a minimum of nine (9) of the business capabilities listed in Annex A – Statement of Work, Appendix 1- Business Capability Descriptions satisfied using the proposed Solution;</p> <p>c) One project must have been completed in the past five years and the second project must have been completed in the past ten years;</p> <p>d) Drawing on the reference projects, the Bidder must demonstrate that it has experience working with business owners implementing operational changes and delivering measurable improvements in efficiency,</p>		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
		<p>effectiveness and stakeholder satisfaction with its solution, and that each of the reference projects include the following services:</p> <ul style="list-style-type: none"> i. Solution analysis; ii. Solution design; and/or iii. Solution development or configuration. <p>Each of the reference projects must also include a minimum of three of the following services:</p> <ul style="list-style-type: none"> iv. Data conversion; v. Project management; vi. System deployment; and/or vii. Post-deployment stabilization support. 		
M3	Solution Maintenance Project References	<p>The Bidder must provide two (2) references for projects where maintenance and ongoing support services were provided that meet the following criteria:</p> <ul style="list-style-type: none"> a) The maintenance and support services must have been provided for a mission-critical system; b) The maintenance and support services must have had a minimum duration of 12 months prior to this RFP closing date; 		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
		<p>c) Each project must have involved the implementation of a minimum of two maintenance releases;</p> <p>d) Each project must have been implemented to support a minimum of 1,000 licensed users;</p> <p>e) The services must have been provided in the five years prior to this RFP closing date; and</p> <p>f) Using the reference projects, the Bidder must demonstrate that it has experience performing all of the following services, and that each of the reference projects include two or more of the following services:</p> <ul style="list-style-type: none"> i. Application management services; ii. Software upgrade implementation; and iii. Platform management services. 		
M4	Business capability - Offender Profile Management	The Bidder's proposed Solution must provide an Offender Profile Management Capability to satisfy the business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.2 – Offender Profile Management.		
M5	Business capability - Case Documentation	The Bidder's proposed Solution must provide a Case Documentation Capability to satisfy the business requirements provided in Annex A – Statement of Work		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
		Appendix 4 – Solution Requirements Section 1.3 - Case Documentation.		
M6	Business capability - Sentence Management	The Bidder's proposed Solution must provide a Sentence Management Capability to satisfy the business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.4 - Sentence Management.		
M7	Business capability - Placements and Transfers	The Bidder's proposed Solution must provide a Placements and Transfers Capability to satisfy the business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.6 - Placements and Transfers.		
M8	Business capability - Personal Property	The Bidder's proposed Solution must provide a Personal Property Capability to satisfy the business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.7 - Personal Property.		
M9	Business capability - Security & Intelligence Management	The Bidder's proposed Solution must provide a Security & Intelligence Management Capability to satisfy the business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.8 - Security & Intelligence Management.		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
M10	Business capability - Correspondence & Visits	The Bidder's proposed Solution must provide a Correspondence and Visits Capability to satisfy the business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.11 - Correspondence & Visits.		
M11	Business capability - Security Operations Management	The Bidder's proposed Solution must provide a Security Operations Management Capability to satisfy the business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements - Security Operations Management.		
M12	Business capability - Search and Seizure	The Bidder's proposed Solution must provide a Search and Seizure Capability to satisfy the business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.13 - Search and Seizure.		
M13	Business capability - Grievance Management	The Bidder's proposed Solution must provide a Grievance Management Capability to satisfy the business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.15 - Grievance Management.		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
M14	Incremental Deployment	<p>The Bidder's proposed Solution must be modular, allowing CSC to deploy individual capabilities or small groups of capabilities without requiring a 'big bang' cutover.</p> <ul style="list-style-type: none"> a) A modular design; b) Interoperable with legacy applications and other third party software 		
M15	Solution Integration Architecture	<p>The Bidder must demonstrate that the proposed Solution utilizes Service-Oriented or Micro-service Architecture industry standards and approaches and includes a library of documented APIs that are available to allow the proposed Solution to retrieve required data from other CSC applications and to allow CSC to retrieve data required for external systems.</p> <ul style="list-style-type: none"> a) The Solution must be capable of integrating with representational state transfer (REST) APIs provided by CSC to retrieve and/or update offender and other required data from CSC's authoritative datastore(s) b) The proposed Solution's API library must expose business functionality to allow external information consumption and/or updates. 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
		c) All internal and external APIs must protect information through secure authentication methods, preferably using open standards (e.g., OAuth, SAML, etc.).		
M16	Bilingual Support	<p>The Bidder provide a 100% bilingual (Canadian English and French) Solution on all supported platforms offered in accordance with the Government of Canada Policy on Official Languages. This means users selecting French as their language will not see anything in English in the Solution's Graphical User Interface (GUI), including, but not limited to, help files, tutorials, error messages and legal information. (User-generated content is excluded). The Bidder must demonstrate through its response the proposed Solution provides support for Canadian English and French or include a plan to satisfy the bilingualism requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 2.5. The Bidder must also describe how it intends to provide software releases, on-going support and maintenance services, as well as help desk support in English and French.</p>		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
		Refer to https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=26160&section=html for the Government of Canada Policy on Official Languages.		
M17	Accessibility	<p>The Bidder must describe how its Solution conforms to applicable Government of Canada IT system usability standards for accessibility, which are derived from the World Wide Web Consortium (W3C) Web Content Accessibility Guidelines (WCAG) 2.1 AA Standards and/or the Harmonized European Standard, EN 301 549.</p> <p>Refer to https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32620 for the Government of Canada guidelines on accessibility.</p>		
M18	Data Security	The Bidder must ensure that all of the Protected B CSC Data, while at rest or in transit, is encrypted and resides in Canada at all times. The proposed Solution must comply with the TBS directive on electronic data residency (https://www.canada.ca/en/government/system/digital-government/digital-government-innovations/cloud-services/direction-electronic-data-residency.html).		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
M19	'Commercial Off The Shelf' (COTS) Product	<p>The proposed Solution must be based on commercially available “off-the-shelf” software that is part of an existing product line with a field-proven operational history (that is, it has not simply been tested in a laboratory or experimental environment). To meet requirements that are unique to Canada, in addition to the COTS base product, the proposed Solution may also include a combination of fully compatible product extensions, open source components or custom software.</p> <p>The resulting configuration of the software must allow operation of the proposed Solution at all times in accordance with Annex A – Statement of Work.</p>		

2. POINT RATED REQUIREMENTS

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
Corporate Experience				
R1	Project Implementation References	<p>Provide references for large, complex, multi-year system implementation projects of a system similar in scope and scale to OMS Modernization delivered in the past ten (10) years</p> <p>a) The value of the project must be CAD\$10M or greater, including, but not limited to, software acquisition, customization, training, data conversion and deployment;</p> <p>b) Drawing on the reference projects, the Bidder must demonstrate that it has experience working with business owners implementing operational changes and delivering measurable improvements in efficiency, effectiveness and stakeholder satisfaction with its solution, and that each of the reference projects include two or more of the following services:</p>		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
		<ul style="list-style-type: none"> i. Solution analysis; ii. Solution design iii. Solution development or configuration; and/or iv. Solution integration with legacy or third-party applications. 		
R2	Solution Maintenance Project References	<p>Provide references for projects where maintenance and ongoing support services were provided for mission-critical systems. The maintenance and support services must have had a minimum duration of 12 months prior to this RFP closing date, must have been provided within the past five (5) years and meet the following criteria:</p> <ul style="list-style-type: none"> a) Each project must have involved the implementation of a minimum of two maintenance releases; b) Each project must support a minimum of 5,000 licensed users; and c) Each of the reference projects must include one or more of the following services: <ul style="list-style-type: none"> i. Application management services; 		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
		ii. Software upgrade implementation; and/or iii. Platform management services.		
R3	Contributions to the Corrections Ecosystem	Provide examples of corporate contributions to the criminal justice ecosystem. These could include, but are not limited to, conference sponsorship and/or leadership, corporate donations, pro bono work, or industry association contributions.		
Project Resources				
R4	Project Team Structure and Resourcing Strategy	<p>In five (5) pages or less, the Bidder should describe its proposed project team structure and associated resourcing strategy for the Solution Design and Solution Implementation Steps. The description should include:</p> <p>a) A project team structure organizational chart and description of the role responsibilities, authorities, and key skills of Bidder roles down to the team lead level;</p> <p>b) A project team structure organizational chart and description of the proposed alignment to the CSC project governance bodies described in Section 4 of Annex A – Statement of Work;</p>		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
		<p>c) A project team structure organizational chart and description of expected CSC roles and resources down to the team lead level;</p> <p>d) A description of how the team structure and resourcing strategy will be used to build CSC capacity and skills;</p> <p>e) A description of how both the Bidder and CSC roles will evolve during the Solution Design and Solution Implementation Steps.</p> <p>f) A description of the Bidder's approach to leveraging and involving its corporate-wide knowledge, experience and expertise in the project;</p> <p>g) A description of the Bidder's planned resource availability (full-time, part-time, as required, etc.) and resource locations; and</p> <p>h) A description of the Bidder's resource selection, retention and replacement strategies.</p>		
R5	Proposed Project Executive for the OMS Modernization Project	The Bidder should provide a resume for the proposed Project Executive, the senior representative of the Bidder's organization who is ultimately responsible for all aspects of the services. The proposed resource should have experience in the 10 years prior to this RFP posting date as the Project Executive for large, complex, multi-year system implementation projects of a system similar		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
		<p>scope and scale to OMS Modernization. For each project the Bidder should provide:</p> <ul style="list-style-type: none"> a) Name of the client organization; b) Start date, end date, and duration (in months) the proposed resource worked on the project; c) A description of the proposed resource's role and responsibilities; d) The project value (CAD\$); and e) Senior client reference details, including name, title, telephone number and email address. 		
R6	Proposed Business Architect for the OMS Modernization Project	<p>The Bidder should provide a resume for the proposed Business Architect, responsible for the business and functional aspects of the OMS Modernization project.</p> <p>The proposed resource should have experience in the 10 years prior to this RFP posting date as the business architect for large, complex, multi-year system implementation projects of a system similar scope and scale to OMS Modernization in a Corrections Environment. For each project the Bidder should provide:</p>		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
		<ul style="list-style-type: none"> a) Name of the client organization; b) Start date, end date, and duration (in months) the proposed resource worked on the project; c) A description of the proposed resource's role and responsibilities; d) The project value (CAD\$); and e) Senior client reference details, including name, title, telephone number and email address. 		
R7	Proposed Technical Solution Architect for the OMS Modernization Project	<p>The Bidder should provide a resume for the proposed Technical Solution Architect responsible for the technical implementation of the Solution for the OMS Modernization project. The proposed resource should have experience in the 10 years prior to this RFP posting date as the technical architect for large, complex, multi-year system implementation projects involving integration with legacy applications, and of a system similar scope and scale to OMS Modernization. For each project the Bidder should provide:</p> <ul style="list-style-type: none"> a) Name of the client organization; 		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
		b) Start date, end date, and duration (in months) the proposed resource worked on the project; c) A description of the proposed resource's role and responsibilities; d) The project value (CAD\$); and e) Senior client reference details, including name, title, telephone number and email address.		
R8	Professional Services Resources	The Bidder should provide three (3) resumes for each of the following roles as described in Section 10 of Annex A - Statement of Work: a) Data Architect; b) Security Architect; c) Systems Analyst; d) Programmer / Software Developer; and e) Data Conversion / Migration Specialist		
Proposed Solution Business Capabilities				
(Minimum required score 1,155 points)				
Business capability -Enabling Capabilities				

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
R9	Business capability - Enabling Capabilities	In five (5) pages or less, the Bidder should describe how the proposed Solution will satisfy the Enabling Capabilities business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.1 - Enabling Capabilities.		
R10	Business capability - Enabling Capabilities Implementation Experience	<p>The Bidder should list existing clients currently using the Enabling Capabilities in production. For each client the Bidder should provide:</p> <ul style="list-style-type: none"> a) Name of the client organization; b) Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and c) Senior client reference details, including name, title, telephone number and email address. 		
R11	Business capability - Enabling	For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.1 - Enabling Capabilities the Bidder should indicate the availability of the functionality in the proposed Solution.		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
	Capabilities Requirements	For those items that are identified as 'Currently Available', a screen shot or other substantiation should be provided.		
Business capability - Offender Profile Management				
R12	Business capability - Offender Profile Management	In two (2) pages or less, the Bidder should describe how the proposed Solution will satisfy the Offender Profile Management Capability business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.2 – Offender Profile Management.		
R13	Business capability - Offender Profile Management Implementation Experience	<p>The Bidder should list existing clients currently using the Offender Profile Management capability in production. For each client the Bidder should provide:</p> <ul style="list-style-type: none"> a) Name of the client organization; b) Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and c) Senior client reference details, including name, title, telephone number and email address. 		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
R14	Business capability - Offender Profile Management Requirements	For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.2 - Offender Profile Management the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale provided. For those items that are identified as ‘Currently Available’, a screen shot or other substantiation should be provided.		
Business capability - Case Documentation				
R15	Business capability - Case Documentation	In two (2) pages or less, the Bidder should describe how the proposed Solution will satisfy the Offender Case Documentation Capability business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.3 - Case Documentation.		
R16	Business capability - Case Documentation	The Bidder should list existing clients currently using the Case Documentation capability in production. For each client the Bidder should provide:		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
	Implementation Experience	a) Name of the client organization; b) Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and c) Senior client reference details, including name, title, telephone number and email address.		
R17	Business capability - Case Documentation Requirements	For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.3 - Case Documentation the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale provided. For those items that are identified as ‘Currently Available’, a screen shot or other substantiation should be provided.		
Business capability - Sentence Management				
R18	Business capability - Sentence Management	In two (2) pages or less, the Bidder should describe how the proposed Solution will satisfy the Sentence Management Capability business requirements provided		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
		in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.4 - Sentence Management.		
R19	Business capability - Sentence Management Implementation Experience	<p>The Bidder should list existing clients currently using the Sentence Management capability in production. For each client the Bidder should provide:</p> <ul style="list-style-type: none"> a) Name of the client organization; b) Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and c) Senior client reference details, including name, title, telephone number and email address. 		
R20	Business capability - Sentence Management Requirements	For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.4 - Sentence Management the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale provided. . For those		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
		items that are identified as 'Currently Available', a screen shot or other substantiation should be provided.		
Business capability - Offender Assessment Management				
R21	Business capability - Offender Assessment Management	In two (2) pages or less, the Bidder should describe how the proposed Solution will satisfy the Offender Assessment Management Capability business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.5 - Offender Assessment Management.		
R22	Business capability - Offender Assessment Management Implementation Experience	<p>The Bidder should list existing clients currently using the Offender Assessment Management capability in production. For each client the Bidder should provide:</p> <ul style="list-style-type: none"> a) Name of the client organization; b) Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and c) Senior client reference details, including name, title, telephone number and email address. 		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
R23	Business capability - Offender Assessment Management Requirements	For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.5 - Offender Assessment Management the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale provided. For those items that are identified as ‘Currently Available’, a screen shot or other substantiation should be provided.		
Business capability - Placements and Transfers				
R24	Business capability - Placements and Transfers	In two (2) pages or less, the Bidder should describe how the proposed Solution will satisfy the Placements and Transfers Capability business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.6 - Placements and Transfers.		
R25	Business capability - Placements and Transfers	The Bidder should list existing clients currently using the Placements and Transfers capability in production. For each client the Bidder should provide:		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
	Implementation Experience	a) Name of the client organization; b) Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and c) Senior client reference details, including name, title, telephone number and email address.		
R26	Business capability - Placements and Transfers Requirements	For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.6 - Placements and Transfers the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale provided. For those items that are identified as ‘Currently Available’, a screen shot or other substantiation should be provided.		
Business capability - Personal Property				
R27	Business capability - Personal Property	In two (2) pages or less, the Bidder should describe how the proposed Solution will satisfy the Personal Property Capability business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.7 - Personal Property.		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
R28	Business capability - Personal Property Implementation Experience	<p>The Bidder should list existing clients currently using the Personal Property capability in production. For each client the Bidder should provide:</p> <ul style="list-style-type: none"> a) Name of the client organization; b) Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and c) Senior client reference details, including name, title, telephone number and email address. 		
R29	Business capability - Personal Property Requirements	<p>For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.7</p> <ul style="list-style-type: none"> - Personal Property the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale provided. For those items that are identified as ‘Currently Available’, a screen shot or other substantiation should be provided. 		
Business capability - Security & Intelligence Management				

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
R30	Business capability - Security & Intelligence Management	In two (2) pages or less, the Bidder should describe how the proposed Solution will satisfy the Security & Intelligence Management Capability business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.8 - Security & Intelligence Management.		
R31	Business capability - Security & Intelligence Management Implementation Experience	<p>The Bidder should list existing clients currently using the Security & Intelligence Management capability in production. For each client the Bidder should provide:</p> <ul style="list-style-type: none"> a) Name of the client organization; b) Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and c) Senior client reference details, including name, title, telephone number and email address. 		
R32	Business capability - Security & Intelligence	For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.8 - Security & Intelligence Management the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
	Management Requirements	provided. For those items that are identified as 'Currently Available', a screen shot or other substantiation should be provided.		
Business capability - Interventions and Service Management				
R33	Business capability - Interventions and Service Management	In two (2) pages or less, the Bidder should describe how the proposed Solution will satisfy the Interventions and Service Management Capability business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.9 - Interventions and Service Management.		
R34	Business capability - Interventions and Service Management Implementation Experience	<p>The Bidder should list existing client currently using the Interventions and Service Management capability in production. For each client the Bidder should provide:</p> <ul style="list-style-type: none"> a) Name of the client organization; b) Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and c) Senior client reference details, including name, title, telephone number and email address. 		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
R35	Business capability - Interventions and Service Management Requirements	For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.9 - Interventions and Service Management the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale provided. For those items that are identified as ‘Currently Available’, a screen shot or other substantiation should be provided.		
Business capability - Case Planning				
R36	Business capability - Case Planning	In two (2) pages or less, the Bidder should describe how the proposed Solution will satisfy the Case Planning Capability business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.10 - Case Planning.		
R37	Business capability - Case Planning	The Bidder should list existing clients currently using the Case Planning capability in production. For each clients the Bidder should provide:		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
	Implementation Experience	a) Name of the client organization; b) Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and c) Senior client reference details, including name, title, telephone number and email address.		
R38	Business capability - Case Planning Requirements	For each requirement provided Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.10 - Case Planning the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale provided. For those items that are identified as ‘Currently Available’, a screen shot or other substantiation should be provided.		
Business capability - Correspondence & Visits				
R39	Business capability - Correspondence & Visits	In two (2) pages or less, the Bidder should describe how the proposed Solution will satisfy the Correspondence & Visits Capability business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.11 - Correspondence & Visits.		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
R40	Business capability - Correspondence & Visits Implementation Experience	<p>The Bidder should list existing clients currently using the Correspondence & Visits capability in production. For each client the Bidder should provide:</p> <ul style="list-style-type: none"> a) Name of the client organization; b) Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and c) Senior client reference details, including name, title, telephone number and email address. 		
R41	Business capability - Correspondence & Visits Requirements	<p>For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.11 - Correspondence & Visits the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale provided. For those items that are identified as ‘Currently Available’, a screen shot or other substantiation should be provided.</p>		
Business capability - Security Operations Management				

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
R42	Business capability - Security Operations Management	In two (2) pages or less, the Bidder should describe how the proposed Solution will satisfy the Security Operations Management Capability business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.12 - Security Operations Management.		
R43	Business capability - Security Operations Management Implementation Experience	<p>The Bidder should list existing clients currently using the Security Operations Management capability in production. For each client the Bidder should provide:</p> <ul style="list-style-type: none"> a) Name of the client organization; b) Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and c) Senior client reference details, including name, title, telephone number and email address. 		
R44	Business capability - Security Operations	For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.12 - Security Operations Management the Bidder should indicate the availability of the functionality in the		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
	Management Requirements	proposed Solution using the instructions and scale provided. For those items that are identified as 'Currently Available', a screen shot or other substantiation should be provided.		
Business capability - Search and Seizure				
R45	Business capability - Search and Seizure	In two (2) pages or less, the Bidder should describe how the proposed Solution will satisfy the Search and Seizure Capability business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.13 - Search and Seizure.		
R46	Business capability - Search and Seizure Implementation Experience	<p>The Bidder should list existing client currently using the Search and Seizure capability in production. For each client the Bidder should provide:</p> <ul style="list-style-type: none"> a) Name of the client organization; b) Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and c) Senior client reference details, including name, title, telephone number and email address. 		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
R47	Business capability - Search and Seizure Requirements	For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.13 - Search and Seizure the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale provided. For those items that are identified as 'Currently Available', a screen shot or other substantiation should be provided.		
Business capability - Victims Services				
R48	Business capability - Victims Services	In two (2) pages or less, the Bidder should describe how the proposed Solution will satisfy the Victims Services business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.14 - Victims Services.		
R49	Business capability - Victims Services Implementation Experience	The Bidder should list existing clients currently using the Victims Services capability in production. For each client the Bidder should provide:		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
		a) Name of the client organization; b) Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and c) Senior client reference details, including name, title, telephone number and email address.		
R50	Business capability - Victims Services Requirements	For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.14 - Victims Services the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale provided. For those items that are identified as ‘Currently Available’, a screen shot or other substantiation should be provided.		
Business capability - Grievance Management				
R51	Business capability - Grievance Management	In two (2) pages or less, the Bidder should describe how the proposed Solution will satisfy the Grievance Management business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.15 - Grievance Management.		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
R52	Business capability - Grievance Management Implementation Experience	<p>The Bidder should list existing client currently using the Grievance Management capability in production. For each client the Bidder should provide:</p> <ul style="list-style-type: none"> a) Name of the client organization; b) Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and c) Senior client reference details, including name, title, telephone number and email address. 		
R53	Business capability - Grievance Management Requirements	<p>For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.15 - Grievance Management the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale provided. For those items that are identified as ‘Currently Available’, a screen shot or other substantiation should be provided.</p>		
Business capability - Offender Community Supervision				

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
R54	Business capability - Offender Community Supervision	In two (2) pages or less, the Bidder should describe how the proposed Solution will satisfy the Offender Community Supervision business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.16 - Offender Community Supervision.		
R55	Business capability - Offender Community Supervision Implementation Experience	<p>The Bidder should list existing clients currently using the Offender Community Supervision capability in production. For each client the Bidder should provide:</p> <ul style="list-style-type: none"> a) Name of the client organization; b) Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and c) Senior client reference details, including name, title, telephone number and email address. 		
R56	Business capability - Offender Community Supervision	For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.16 - Offender Community Supervision the Bidder should indicate the availability of the functionality in the		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
	Supervision Requirements	proposed Solution using the instructions and scale provided. For those items that are identified as 'Currently Available', a screen shot or other substantiation should be provided.		
Business capability - Offender Release and Absence Management				
R57	Business capability - Offender Release and Absence Management	In two (2) pages or less, the Bidder should describe how the proposed Solution will satisfy the Offender Release and Absence Management business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.17 - Offender Release and Absence Management.		
R58	Business capability - Offender Release and Absence Management Implementation Experience	<p>The Bidder should list existing clients currently using the Offender Release and Absence Management capability in production. For each client the Bidder should provide:</p> <ul style="list-style-type: none"> a) Name of the client organization; b) Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and c) Senior client reference details, including name, title, telephone number and email address. 		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
R59	Business capability - Offender Release and Absence Management Requirements	For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.17 - Offender Release and Absence Management the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale provided. For those items that are identified as ‘Currently Available’, a screen shot or other substantiation should be provided.		
Business capability - Decisions Management				
R60	Business capability - Decisions Management	In two (2) pages or less, the Bidder should describe how the proposed Solution will satisfy the Decisions Management business requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.18 - Decisions Management.		
R61	Business capability - Decisions Management	The Bidder should list existing clients currently using the Decisions Management capability in production. For each client the Bidder should provide:		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
	Implementation Experience	a) Name of the client organization; b) Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and c) Senior client reference details, including name, title, telephone number and email address.		
R62	Business capability - Decisions Management Requirements	For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.18 - Decisions Management the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale provided. For those items that are identified as ‘Currently Available’, a screen shot or other substantiation should be provided.		
Business capability - Performance and Management Reporting				
R63	Business capability - Performance and	In two (2) pages or less, the Bidder should describe how the proposed Solution will satisfy the Performance and Management Reporting business requirements provided in Annex A – Statement of Work Appendix 4 – Solution		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
	Management Reporting	Requirements Section 1.19 - Performance and Management Reporting.		
R64	Business capability - Performance and Management Reporting Implementation Experience	<p>The Bidder should list existing client currently using the Performance and Management Reporting capability in production. For each client the Bidder should provide:</p> <ul style="list-style-type: none"> a) Name of the client organization; b) Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and c) Senior client reference details, including name, title, telephone number and email address. 		
R65	Business capability - Performance and Management Reporting Requirements	For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 1.19 - Performance and Management Reporting the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale provided. For those items that are		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
		identified as 'Currently Available', a screen shot or other substantiation should be provided.		
Proposed Solution Technical Capabilities (Minimum required score 1,110 points)				
Proposed Solution Architecture				
R66	Overall Solution Architecture	<p>The Bidder should describe the proposed architecture to meet CSC's technical capabilities described in Appendix 2 to the Statement of Work and the technical requirements provide in Annex A – Statement of Work Appendix 4 – Solution Requirements. The bidder should provide an overview of the enabling technology stack and architecture of the proposed Solution. The description of the overall architecture and its components and layers, should include, at a minimum:</p> <ul style="list-style-type: none"> a) Application architecture; b) Application Program Interfaces (APIs) and Service Integration Layer; c) Legacy integration architecture; d) Reporting and Analytics Architecture; e) Technology Architecture; 		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
		f) Security Architecture; g) Information Architecture; and h) Disaster recovery.		
R67	Component-based Architecture and Integration	<p>CSC would like to be able to get a 'quick win' and build continuing support for modernization by deploying one business capability early in the project.</p> <p>The Bidder should describe what would be required to deploy the Offender Personal Property capability as a standalone module integrated with the existing legacy Offender Management System (OMS). The description should include how the proposed Solution provides a modular architecture that allows for the use of select functions.</p> <p>Also describe the activities required in the following areas:</p> <ul style="list-style-type: none"> a) Solution requirements, design and configuration b) Custom development (if any); c) Technical environment requirements; d) Data conversion requirements; 		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
		<ul style="list-style-type: none"> e) API development required for access to existing offender data; f) APIs available for existing applications to access personal property data; g) Implementation plan; and h) Support required from CSC to implement the capability. 		
R68	Data Architecture	<p>The Bidder should describe the proposed data architecture to support CSC's future architecture vision provided in Appendix 3 to Annex A Statement of Work. The descriptions should include, at a minimum, the following:</p> <ul style="list-style-type: none"> a) The architecture of the proposed Solution to leverage the CSC integration layer to share data with other applications, including, but not limited to, Structured Intervention Units (SIU) and the data warehouse; b) The document management tools or integration available in the proposed Solution; c) The integration of the proposed Solution with CSC's existing data architecture. For example, CSC asks for and receives offender-related data from a number of external sources, including, but not limited to, the 13 provincial and territorial courts and criminal justice partners such as the Royal Canadian 		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
		<p>Mounted Police. CSC will continue to be responsible for receiving, processing and consolidating the data received. Describe how the proposed Solution will access and store the data and the integration capabilities expected from CSC; and</p> <p>d) How the proposed Solution will access, store, maintain and share offender master data and transactional application data with applications developed outside of the proposed Solution.</p>		
R69	User Experience and User Interface Integration	<p>As described in Appendix 3 – Technical Landscape in Annex A – Statement of Work, the offender management application landscape will involve a hybrid architecture including both the proposed Solution components and existing custom-developed applications such as structured intervention units. A consistent, seamless user experience and user interface will be critical in driving adoption and acceptance of the proposed Solution.</p> <p>The Bidder should describe the standards, tools and capabilities available in the proposed Solution and the recommended approach to enable one common user interface to ensure a seamless user experience across</p>		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
		both the proposed Solution and new or existing capabilities developed externally.		
R70	Application Single Sign-on	<p>As described in Annex A – Statement of Work, CSC's future vision is for a hybrid architecture that involves a combination of the proposed Solution, custom developed applications such as Structured Intervention Units, and the legacy OMS through the transition phase. A single sign-on solution will be required to provide an acceptable user experience as users move between the various functional modules.</p> <p>The Bidder should describe how the proposed Solution provides:</p> <ul style="list-style-type: none"> a) A single sign-on capability that allows internal users access to the full scope of their authorized functionality without needing to sign in to the proposed Solution if they have authenticated prior to launching the application. The description should include the data and security functions required when invoking the application; b) A single sign-on capability that allows internal users access to the full scope of their authorized 		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
		<p>functionality, including modules or applications developed outside of the Bidder’s proposed Solution (e.g., once authenticated for access to the proposed Solution, users are able to access the Structured Intervention Units application without having to sign in separately); and</p> <p>c) A single sign-on capability that allows external users access to the full scope of their authorized functionality.</p>		
R71	Infrastructure and Solution Hosting	<p>To comply with the Government of Canada Cloud First strategy (https://www.canada.ca/en/government/system/digital-government/digital-government-innovations/cloud-services/government-canada-cloud-adoption-strategy.html#toc6), the Solution should be hosted in a Government of Canada approved Protected B (secure) cloud environment. This cloud tenancy could be supplied by either the Bidder (as part of a Software-as-a-Service model) or by CSC.</p> <p>The Bidder should demonstrate that the proposed Solution can be deployed to a secure cloud tenancy by describing the cloud deployments completed for existing clients. The Bidder should clearly describe the solution</p>		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
		<p>components deployed to the cloud, any integration with legacy or on-premise components, the cloud service provider (AWS, Azure, etc.), and the cloud tenancy support responsibilities (Bidder or client organization).</p> <p>For each client the Bidder should provide:</p> <ul style="list-style-type: none"> a) Name of the client organization; b) Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and c) Senior client reference details, including name, title, telephone number and email address. 		
R72	Cloud Implementation	As described in Appendix 3 – Technical Landscape in Annex A – Statement of Work, the proposed Solution is to leverage a public cloud deployment, either through a software-as-a-service (SaaS) or Infrastructure as a Service (IaaS) model. The Bidder should describe the approach, architecture and capabilities available to manage the proposed solution under one or both of these models. In particular, for the IaaS model, the		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
		Bidder should describe the architecture, design and steps included to design, configure, customize, deploy and manage the proposed Solution in CSC's secure cloud environment.		
R73	Data Storage	<p>The Bidder should describe how the proposed Solution supports the ability to reduce data management storage costs by:</p> <ul style="list-style-type: none"> a) Moving inactive or archived data to lower cost storage (e.g., hot vs cool vs archive data storage); b) Retrieving data from lower cost storage into active; c) Providing user configurable time period parameters to automatically set hot, cool, and archive retention periods for different data types. 		
Technical Capability – Compatibility & Integration				
R74	Technical Capability - Compatibility & Integration	In five (5) pages or less, the Bidder should describe how the proposed Solution will satisfy the Compatibility & Integration technical requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 2.1 - Compatibility & Integration.		
R75	Technical Capability - Compatibility &	In three (3) pages or less, the Bidder should describe the Solution's capabilities related to invoking synchronous web service APIs provided by CSC via open industry		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
	Integration – CSC Web Service Integration	standards when the authoritative source of the data and/or functionality resides in other systems. The description should include information for both SOAP and REST/JSON APIs.		
R76	Technical Capability - Compatibility & Integration – APIs for Core Functionality	<p>The Bidder should describe how the core functionality of the proposed Solution can be surfaced using APIs.</p> <p>Using the Profile Management capability as a use case, describe access to the proposed Solution’s functionality using APIs. The description should include, at a minimum, how external applications such as Structured Intervention Units can leverage existing Solution APIs to:</p> <ul style="list-style-type: none"> a) Retrieve offender profile data for display on the Structured Intervention Units application user interface; b) Update profile information (e.g., to update offender location to indicate the offender is now in a structured intervention unit); 		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
		<p>In addition to the APIs that can be used, the bidder should describe should include:</p> <ul style="list-style-type: none"> c) All available open standard bindings and protocols (REST/JSON (preferred), SOAP/XML, etc.) d) Open standards used to expose data as non-proprietary business entity or object schemas; e) Adherence to CSC API standards as defined in Appendix 2 to Annex B – Statement of Requirements; f) Architecture used to manage data interactions between systems; g) Existing tools and capabilities to manage application performance, including API scaling and elasticity; and h) Support for OpenAPI or Swagger (preferred) to facilitate easy consumption and testing. 		
R77	Technical Capability - Compatibility & Integration – Mobile Device Support	<p>The Bidder should describe the mobile device support provided by the Solution. The response should include at a minimum:</p> <ul style="list-style-type: none"> a) supported mobile device operating systems; b) native mobile device capabilities; c) offline operation for cellular or Wi-Fi 'dead zones'; and 		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
		d) support for mobile device management (e.g., for deployment of native mobile application updates).		
R78	Technical Capability - Compatibility & Integration Requirements	For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 2.1 - Compatibility & Integration the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale provided. For those items that are identified as ‘Currently Available’, a screen shot or other substantiation should be provided.		
Technical capability – Security & Privacy				
R79	Technical Capability - Security & Privacy	In five (5) pages or less, the Bidder should describe how the proposed Solution will satisfy the Security & Privacy technical requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 2.2 - Security & Privacy and comply with the CSC security standards provided in Appendix 3 to Annex B – Statement of Requirements.		
R80	Technical Capability - Security &	The Bidder should describe the processes and controls currently in place to confirm the proposed Solution is designed and developed to ensure the security of the		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
	Privacy Control Compliance	<p>Solution, including, but not limited to, implementing information security policies, procedures, and security controls.</p> <p>If the Bidder holds one or more of the industry certifications identified below or recognized equivalent, include this in the response:</p> <ul style="list-style-type: none"> a) ISO/IEC 27001:2013 Information technology -- Security techniques -- Information security management systems -- Requirements; b) ISO/IEC 27017:2015 Information technology -- Security techniques -- Code of practice for information security controls based on ISO/IEC 27002 for cloud services; c) AICPA SOC 2 Type II for the trust principles of security, availability, processing integrity, and confidentiality: <ul style="list-style-type: none"> i. 7:2015 Information technology -- Security techniques -- Code of practice for information security controls based on ISO/IEC 27002 for cloud services; and ii. AICPA Service Organization Control (SOC) 2 Type II for the trust principles of security, availability, processing integrity, and confidentiality; and 		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
		d) National Institute of Standards and Technology 800-53		
R81	Technical Capability - Security & Privacy – Data Security	In three (3) pages or less, the Bidder should describe how the proposed Solution would protect CSC data at rest and in transit through capture, storage, exchange, use and retention to safeguard the data's confidentiality, integrity and availability.		
R82	Technical Capability - Security & Privacy – Access Controls	<p>The Solution must limit availability of functionality and data based on user attributes such as user ID, role, location (institution or region), function (view, add, update), data categorization, etc.</p> <p>In three pages or less, the Bidder should describe the access control capabilities available in the proposed Solution, including, at a minimum:</p> <p>a) Availability of functionality to users based on role; b) Level of granularity available (e.g., page, object or field level) to limit access to functionality or data based user attributes; and</p>		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
		c) Capabilities available to configure and manage access changes for groups or individual users.		
R83	Technical Capability - Security & Privacy – Audit	<p>The Bidder should describe how the Solution will log all user and automated system access and activity in one or more immutable logs capturing details related to who, what, when, how and from where for each event. The description should address:</p> <ul style="list-style-type: none"> a) Configuration available to tailor the events and data captured in the audit logs to comply with CSC's requirements; b) Tracking of access to the system (log in, log out, failed login attempts, etc.) c) Tracking of data creation or access by users, administrators and automated processes; d) Tracking of data modifications by users, administrators and automated processes; e) Tracking of configuration changes; f) Tracking of access control or privilege changes; g) Tracking of system or service interruption or restart; and h) Tracking of system alerts or errors. 		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
R84	Technical Capability - Security & Privacy Requirements	For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 2.2 - Security & Privacy the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale provided. For those items that are identified as ‘Currently Available’, a screen shot or other substantiation should be provided.		
Technical capability – Reliability				
R85	Technical Capability - Reliability	In five (5) pages or less, the Bidder should describe how the proposed Solution will satisfy the Reliability technical requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 2.3 - Reliability.		
R86	Scalability	In three (3) pages or less, the Bidder should describe the capabilities provided by the proposed Solution to scale up or down to cost effectively operate in a cloud environment, while maintaining acceptable application performance levels and adapting to changing usage and volumes. The description should include both the Solution capabilities to monitor performance and detect the need to scale infrastructure capacity up or down as		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
		<p>well as any automated capabilities to add or free up capacity.</p> <p>The usage and volume changes may be in the form of, but not limited to one or more of:</p> <ul style="list-style-type: none"> a) additional concurrent users; b) additional geographic locations; c) additional partner organizations; d) additional functionality; e) additional volumes; and/or f) additional concurrent processes. 		
R87	Technical Capability – Reliability – Disaster Recovery	The Bidder should describe the capabilities included in the proposed Solution to ensure it will be available with minimal interruptions. In particular, describe the processes and steps involved in recovering from an outage, including, but not limited to, failover capabilities to alternate infrastructure.		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
R88	Technical Capability - Reliability Requirements	For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 2.3 - Reliability the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale provided. For those items that are identified as ‘Currently Available’, a screen shot or other substantiation should be provided.		
Technical capability – Maintainability, Serviceability, Manageability				
R89	Technical Capability - Maintainability, Serviceability, Manageability	In three (3) pages or less, the Bidder should describe how the proposed Solution will satisfy the Maintainability, Serviceability, Manageability technical requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 2.4 - Maintainability, Serviceability, Manageability.		
R90	Technical Capability - Maintainability, Serviceability, Manageability – Service Monitoring	In three pages or less, the Bidder should describe the proposed Solution’s capabilities to monitor centrally the use, health and security of services.		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
R91	Technical Capability - Maintainability, Serviceability, Manageability – Support Model	<p>The Bidder should describe the recommended support model for the proposed Solution. The recommendation should address:</p> <ul style="list-style-type: none"> a) The proposed support channels (self-service, portal, documentation, training, etc.); b) The overall incident management and resolution process; c) The various levels of support and escalation and who would own each; d) CSC responsibilities; e) How data residency requirements would be addressed; and f) How requirements to provide support in both official languages will be satisfied. 		
R92	Technical Capability - Maintainability, Serviceability, Manageability Requirements	<p>For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 2.4</p> <ul style="list-style-type: none"> - Maintainability, Serviceability, Manageability the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale provided. For those items that are identified as ‘Currently Available’, a screen shot or other substantiation should be provided. 		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
Technical capability – Localization & Usability				
R93	Technical Capability - Localization & Usability	In five (5) pages or less, the Bidder should describe how the proposed Solution will satisfy the Localization & Usability technical requirements provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 2.5 - Localization & Usability.		
R94	Technical Capability - Localization & Usability Implementation Experience	<p>The Bidder should list existing clients currently using the proposed Solution in a language other than English. For each client, the language being used must be provided along with the following Solution characteristics:</p> <ul style="list-style-type: none"> a) Whether users can toggle back and forth between languages without having to log out and back in; b) Whether diacritics (accents on letters) are used; c) Whether special characters are used; d) Whether language-specific field formats are used (e.g., date and time formats, financial formats, etc.); and e) Whether new releases (patches, enhancements, fixes, etc.) are made available to end users in all languages simultaneously. <p>For each client the Bidder should provide:</p>		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
		<ul style="list-style-type: none"> a) Name of the client organization; b) Start date, end date, and duration (in months) of the capability implementation project or release to implement the capability; and c) Senior client reference details, including name, title, telephone number and email address. 		
R95	Official Languages Support	<p>In order to deploy the proposed Solution, it must deliver, enable and support functionality equally in Canada's official languages (Canadian English and French) in compliance with the policies and directives provided in Section 5.5 of Appendix 2 – Technical Capabilities Descriptions. The application must be able to simultaneously support users operating in either official language (Canadian English and French).</p> <p>The Bidder should describe the tools, configuration options and processes available in the proposed Solution to support languages other than English.</p>		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
		In addition, describe the tools, configuration options and steps required to change a specific translation to match approved, CSC-specific wording of a field label and a system generated error message.		
R96	Accessibility	<p>The Bidder should describe how the proposed Solution meets Canada's accessibility compliance requirements. The Bidder should describe how the proposed Solution meets WCAG 2.0 or 2.1 level AA as described in the Web Content Accessibility Guidelines at (https://www.w3.org/TR/WCAG21/) and the Harmonized European Standard, EN 301 549.</p> <p>If the Solution does not currently comply with WCAG 2.1, a plan to comply within two years following this RFP closing date must be provided.</p> <p>If the Solution does not currently comply with the Harmonized European Standard, EN 301 549, a plan to comply within two years following this RFP closing date must be provided.</p>		
R97	Technical Capability -	For each requirement provided in Annex A – Statement of Work Appendix 4 – Solution Requirements Section 2.5		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
	Localization & Usability Requirements	- Localization & Usability the Bidder should indicate the availability of the functionality in the proposed Solution using the instructions and scale provided. For those items that are identified as 'Currently Available', a screen shot or other substantiation should be provided.		
Proposed Delivery Approach				
R98	Proposed Project Delivery Methodology	<p>The Bidder should describe the proposed methodology to be used to deliver the capabilities and deliverables identified in Annex A – Statement of Work. The response should describe how the approach provides the following:</p> <ul style="list-style-type: none"> a) best practices for iterative, incremental or agile development, testing and implementation; b) alignment with Government of Canada and CSC governance structures described in Section 4 of Annex A – Statement of Work; c) collaboration, including, but not limited to, interactions with stakeholders, governance structure and project leadership; d) methods, techniques and processes by which the Bidder will work with CSC's project team members 		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
		<p>and Subject Matter Experts (SMEs) who will be distributed in locations across Canada;</p> <p>e) methods, techniques and processes by which the Bidder will work with CSC project resources during Design and Implementation Stages in order to build CSC skills;</p> <p>f) conceptual solutions such as proofs of concept or prototypes to develop, analyze, and confirm key solution requirements with stakeholders;</p> <p>g) focus on standard 'off-the-shelf' software functionality to avoid custom development, unless the CSC business process cannot be modified, as determined by the Technical Authority; and</p> <p>h) software configuration and enhancements implemented in a manner that will not limit Canada's ability to upgrade to future software releases.</p>		
R99	Proposed Implementation Approach	The Bidder should describe the proposed implementation approach to demonstrate that all business and technical capabilities included in the proposed Solution have been accounted for, with the understanding that the priority and specifics of individual capabilities will be determined collaboratively over the course of Step 2 – Solution Design.		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
		<p>The Bidder should describe:</p> <ul style="list-style-type: none"> a) the iterative approach to implementation, including an initial recommendation on the sequence and/or grouping of capabilities; b) how the approach will enable CSC to achieve the OMS Modernization project objectives; c) potential 'quick win' opportunities; d) how the implementation approach incorporates knowledge, expertise, and experience implementing applications in a Corrections Environment e) risks associated with the proposed approach and proposed mitigation strategies 		
R100	Proposed Design Step Plan	<p>The Bidder should provide a Design Step Plan which describes the proposed approach to the Design Step, and provides the Level 4 Work Breakdown Structure (WBS) work plan for completing the Design Step as described in Section 7 of Annex A - Statement of Work.</p> <p>The Bidder should include:</p>		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
		<ul style="list-style-type: none"> a) a written explanation supporting each phase of the WBS; b) a description of the tools and techniques to be employed during the Design Step; c) identification of all work packages where CSC resources are required; d) any constraints and dependencies between work packages; e) the resource categories and levels to deliver each work package; and f) the major milestones for the Design Step. 		
R101	Proposed Implementation Step Plan	<p>The Bidder should provide an Implementation Step Plan that describes its proposed approach to the Implementation Step, and provides the Level 4 Work Breakdown Structure (WBS) work plan for completing the Implementation Step as described in Section 8 of Annex A - Statement of Work.</p> <p>The Bidder should include:</p> <ul style="list-style-type: none"> a) a written explanation supporting each phase of the WBS; b) a description of the tools and techniques to be employed during the Implementation Step; 		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
		<ul style="list-style-type: none"> c) identification of all work packages where CSC resources are required; d) any constraints and dependencies between work packages; e) the resource categories and levels to deliver each work package; and f) the major milestones for the Implementation Step. 		
R102	Proposed Support Model	<p>The Bidder should provide a proposed support model that describes its proposed approach to the ongoing support and maintenance.</p> <p>The Bidder should include:</p> <ul style="list-style-type: none"> a) A description of the proposed support elements to be provided (call centre, web, etc.) and the service standards for each; b) A description of how help desk support will be provided in both English and French; c) Expected division of support responsibilities between the Bidder and CSC; d) The proposed number of software releases per year; and 		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
		e) Duration of support for a software release or the number of supported software versions (i.e., how frequently will CSC be required to implement a software upgrade to maintain support.		
Product Innovation & Evolution				
R103	Product Improvements, Innovation and Integration of Emerging Technologies	<p>The Bidder should describe, using specific examples from the past 5 years, how innovation and/or emerging technologies have been integrated into the product offering and provided to existing clients.</p> <p>The Bidder should list the typical number of releases per year, the number of software updates released to clients over the past 3 years, and the updates or major enhancements included in each. The Bidder should also highlight the five (5) most significant additions or changes to the product through these releases.</p> <p>Innovations in the following areas are of particular interest:</p>		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
		<ul style="list-style-type: none"> a) Data analytics, machine learning, location intelligence, and artificial intelligence; b) Robotic process automation; c) Electronic or digital signature capture; d) Radio frequency identification (RFID); e) Support and integration for the Internet of Things (IoT) devices; f) Integration with biometrics; and g) Offender self-service capabilities. 		
R104	Product Roadmap	The Bidder should provide an overview of the product roadmap and list the five (5) most significant items planned for future product updates within two years of this RFP submission date. The Bidder should describe how these items will enable CSC to achieve the desired outcomes for OMS Modernization or to overcome a known weakness.		
R105	Input into Product Roadmap	<p>The Bidder should describe how CSC will be able to provide input into, and influence, product management or roadmap decisions.</p> <p>The Bidder should describe:</p>		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
		<ul style="list-style-type: none"> a) The available channel(s) for CSC to provide input or feedback on the product design; b) How client input is used and prioritized to inform the product roadmap(s); c) Whether there is an ability to view or comment on suggestions from other clients; d) How responses are provided to client requested changes that are not included in an upcoming release; and e) Available user groups or other forums for sharing knowledge and experience. 		
R106	Flexibility of the Proposed Solution	<p>Policies and procedures change periodically, and these changes could affect the design or configuration of the proposed Solution. The Bidder should describe how the proposed Solution adapts to policy and procedure changes in a manner that is agile, flexible, timely, cost-effective, and minimizes risk.</p> <p>The Bidder should provide a description of:</p> <ul style="list-style-type: none"> a) the process for adapting functionality and capabilities (e.g. rules, workflow) that are required by CSC policies or procedures, and a summary of the technical activities that are required; 		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
		<p>b) the technology design characteristics that enable the addition of new functionality and capabilities into an existing production installation of the proposed Solution;</p> <p>c) how changes can be made through altering configuration settings without requiring the deployment of new or changed software packages; and</p> <p>d) using a change to existing process steps or workflow to capture an additional approval as an example, describe the steps required to implement the change and the type of resource required to complete each step, including, but not limited to, any configuration, code, or data structure changes.</p>		
R107	Unique Legislative Requirements	<p>Legislative changes may result in substantial changes to existing processes, and often impose strict deadlines for implementation.</p> <p>For example, Bill C-83 eliminated the use of administrative and disciplinary segregation in all federal correctional institutions and established structured intervention units to ensure offenders who need to be separated from the mainstream inmate population (for safety reasons) are supported by interventions and mental health care that promote their rehabilitation and reintegration. Bill C-83 received final approval in June</p>		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
		<p>2019 and had to be implemented by the end of November 2019.</p> <p>The Bidder should describe how unique legislative requirements would be addressed by the proposed Solution and the proposed methodology, given competing priorities for product changes, rapidly evolving business requirements and an imposed implementation date.</p>		
R108	Data Analytics	<p>The Bidder should describe the current data analysis and data analytics capabilities, including any machine learning or artificial intelligence capabilities provided in the proposed Solution. The response should describe the functionality and how it can be applied to the business capabilities described in Appendix 1 of Annex A – Statement of Work to improve business outcomes.</p>		
R109	Additional Offender-related Capabilities	<p>The Bidder should describe any additional capabilities available in the proposed Solution over and above those listed in Annex A – Statement of Work. Additional capabilities could include, but are not limited to:</p> <ul style="list-style-type: none"> ○ Health; ○ Offender Pay; and/or 		

ID	Requirement	Description	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
		<ul style="list-style-type: none">o Canteen point of sale.		
Total Available Points				