



**SHARED SERVICES CANADA**  
**Challenge-Based Standing Offer Solicitation - Initial**  
For  
**Robotic Process Automation - Professional Services**

Solicitation No.	2BS-1-91027/C - Initial	Date	January 07, 2022
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Issuing Office	Shared Services Canada 180 Kent Street, 13 <sup>th</sup> Floor Ottawa, Ontario K1P 0B5		
Standing Offer Authority  (The Standing Offer Authority is the person designated by that title in the Solicitation, or by notice to the Offeror, to act as Canada's "Point of Contact" for all aspects of the Solicitation process.)	Title	Meghan MacKenzie	
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Closing Date and Time			
Invitation to Qualify	<b>[To be Determined]</b> at 15:00		
Solicitation Closing	February 28, 2022 at 15:00		
Email Address for Submitting Offers	<a href="mailto:coeaip-ceaan@ssc-spc.gc.ca">coeaip-ceaan@ssc-spc.gc.ca</a>		
Time Zone	EST		
Destination of Goods/Services	See Herein		
Vendor/Firm Name and Address			
	Telephone No. :		
Name and title of person authorized to sign on behalf of Vendor/Firm (type or print)	Name/Title		
	Signature	Date	



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## Shared Services Canada Challenge-Based Standing Offer Solicitation

**Canada, as represented by the Minister of Digital Government, hereby requests a Standing Offer(s) on behalf of the Identified Users herein.**

Shared Services Canada (SSC), Center of Expertise in Agile and Innovative Procurement (CoEAIP) is currently piloting a renewed contracting framework: Agile Procurement Process 3.0 (APP3.0). APP3.0 proposes tools and flexible contracting mechanisms to improve the ability of Canada to move quicker and produce better results leveraging the procurement function. This Challenge-Based Standing Offer Solicitation is one of CoEAIP's pilots.

### **Structure of the Challenge-Based Standing Offer Solicitation**

The Challenge-Based Standing Offer Solicitation is divided into three parts: Part A - Robotic Process Automation – Professional Services, Part B - Standing Offer, and Part C - Resulting Contract Clauses, plus Annexes and Attachments.

Canada anticipates awarding multiple Standing Offer(s) for Robotic Process Automation - Professional Services.

### **Part A - Robotic Process Automation – Professional Services (Sections)**

- |            |   |
|------------|---|
| Section A1 | General Information; provides a general description of the requirement.   |
| Section A2 | Instructions to Offerors; provides the instructions, clauses, and conditions applicable to the Challenge-Based Standing Offer Solicitation.   |
| Section A3 | Offer Preparation Instructions; provides Offerors with instructions on how to prepare their Offers.   |
| Section A4 | Evaluation Procedures and Basis of Selection; describes how the evaluation will be conducted, and the evaluation criteria that will be used, and the basis of selection for Standing Offer award. |

### **Part B - Standing Offer**

Standing Offer: includes the Standing Offer and the applicable terms and conditions.

### **Part C - Resulting Contract Clauses**

Resulting Contract Clauses: includes the clauses and conditions which will apply to any Contract resulting from a Call-ups made pursuant to the Standing Offer.

### **Annex and Attachments**

Annex and Attachments: includes the Annexes, supplemental material to the Challenge-Based Standing Offer Solicitation and Attachments, supplemental material to the Standing Offer and Resulting Contract Clauses.

**Note to Offerors: This Challenge-Based Standing Offer Solicitation should be read in conjunction with the [Challenge-Based Standing Offer Solicitation - Initial - for Robotic Process Automation \(Solicitation No.: 2BS-1-91027\)](#), available on [Buyandsell.gc.ca](#).**



## **PART A – ROBOTIC PROCESS AUTOMATION – PROFESSIONAL SERVICES**

### **Section A1 - General Information**

#### **A1.1 Requirement**

Canada lacks Robotic Process Automation (RPA) Solutions to allow business, technical and non-technical resources to automate manual activities through attended and un-attended automations, with minimal dependency on IM/IT subject matter experts. Canada is seeking to qualify RPA Solutions under a separate Challenge-Based Standing Offer Solicitation (Solicitation No.: 2BS-1-91027-Initial), to scale up the use of automation across Departments.

In addition, many public servants have yet to be exposed to RPA. In conjunction with these new investments in RPA Solutions, Canada needs business consulting, change management and IT project management expertise to support the business case, buy-in, design, development, implementation and management of RPA. Robotic Process Automation - Professional Services will enable Canada to accelerate the adoption of RPA as part of Canada's process automation and digital transformation strategy.

Refer to Attachment 1 - Statement of Challenge (SoC) for a detailed description of the Problem Statement and Challenges.

#### **A1.2 Challenge-Based Standing Offer Solicitation Process**

Unlike traditional procurement, Challenge-Based Standing Offer Solicitations are based on the concept that Canada can best perform procurement if it presents the requirement as a need (problem statement(s)) and allows industry the freedom to propose innovative Solutions that fill the need. Challenge-Based Standing Offer Solicitations are issued in terms of needs and are accompanied by contractual conditions outlining industry participation, including mechanisms for evaluating proposed Solutions. Solutions typically take the form of "Proof of Concepts", and evaluations assess how well Solutions satisfy the need.

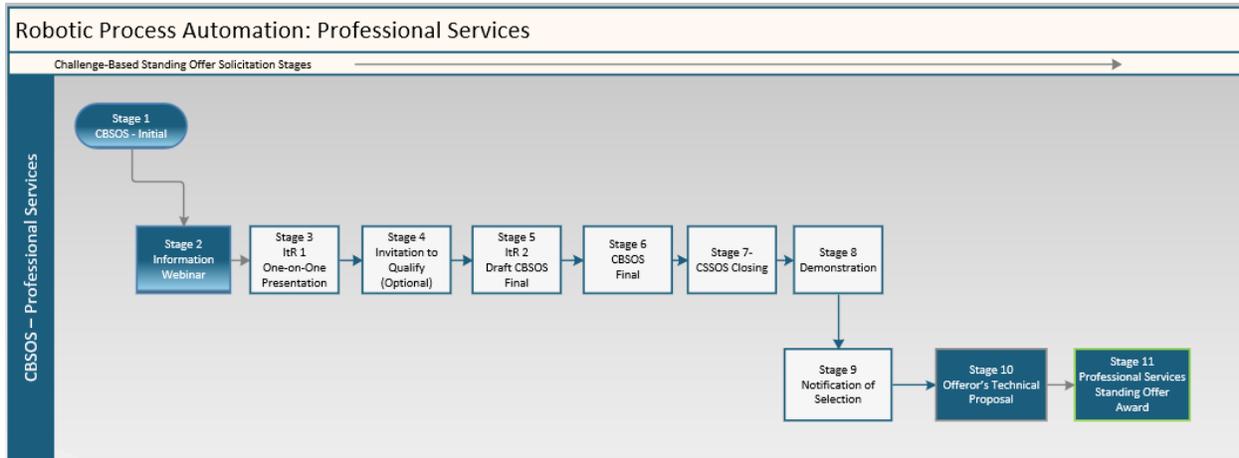
The Challenge-Based Standing Offer Solicitation (CBSOS) process is divided into two Components: **Invitation to Refine (ItR) - Waves 1 & 2, and Final CBSOS.**

Throughout the ItR Waves 1 & 2 period, Offerors are invited to provide feedback on the problem statement(s) by participating in videoconference interactions (Invitation to Refine events), answering surveys, and other types of activities facilitated by Canada, in order to help Canada, finalize the CBSOS.

Following Waves 1 & 2, the Final CBSOS is issued which includes the conditions outlining industry participation, and mechanisms for evaluating proposed Solutions.



### A1.3 Challenge-Based Standing Offer Solicitation Stages



On June 22, 2021, Shared Services Canada published a Challenge-Based Standing Offer Solicitation no.: 2BS-1-91027/B – Initial, which had a Solicitation Closing date of December 1, 2021. Prior to the Solicitation Closing date, SSC held interactive events including an Information Webinar and Invitations to Refine. Feedback from those events has been integrated into this **NEW** Solicitation no.: 2BS-1-91027/C – Initial.

Note: This Challenge-Based Standing Offer Solicitation no. 2BS-1-91027/C – Initial, shall not be construed to confer upon any Offeror **any right, remedy or claim** under or by reason of Solicitation no.: 2BS-1-91027/B – Initial.

#### Stage 1: Challenge-Based Standing Offer Solicitation - Initial

The Notice of Proposed Procurement (NPP) and Challenge-Based Standing Offer Solicitation - Initial is published on Buyandsell.gc.ca.

#### Stage 2: Information Webinar

Offerors are invited to attend an Information Webinar. During the Information Webinar, Canada will provide an overview of the approach, explain the Invitation to Refine (ItR) “waves”, and gather feedback from industry on the proposed Solicitation process and evaluation framework.

#### Stage 3: Invitation to Refine (Wave 1)

During Invitation to Refine (Wave 1), Offerors are invited to provide feedback on the problem statement(s) and share their perspectives by participating in various interactive events (videoconferences, group interactions, surveys and Offeror presentations) facilitated by Canada (in the presence of all Offerors or “one-on-one”). Offeror’s feedback and presentations will not be scored nor considered in the Solicitation evaluation process, ItR questions and answers will be documented. The purpose of the ItR (Wave 1) is to help Canada finalize the Challenge-Based Standing Offer Solicitation. At Canada’s discretion, additional ItRs events (in the presence of all Offerors or “one-on-one”) may be scheduled for the same purpose as outlined above.

#### Stage 4: Invitation to Qualify (Optional)

Based upon the findings from ItR - Wave 1, Canada may invite Offerors to qualify. The objective of the Invitation to Qualify stage is to establish a qualified pool of Offerors who understand the problem



statement(s) and could provide innovative Solutions. Canada will choose the most qualified Offerors for pool formation, in accordance with Annex [X] - Invitation to Qualify - Basis of Qualification & Evaluation Procedures.

(Note to Offerors: Provided Canada choose to qualify Offerors (Stage 4), Annex [X] - Invitation to Qualify - Basis of Qualification & Evaluation Procedures, will be set out in an amendment to the Challenge-Based Standing Offer Solicitation - Initial).

#### Stage 5: Invitation to Refine (Wave 2)

During Invitation to Refine (Wave 2), Offerors are invited to provide additional feedback on the problem statement(s) and share their perspectives by participating in additional interactive events facilitated by Canada (in the presence of all Offerors or “one-on-one”). Offeror’s feedback and presentations will not be scored nor considered in the Solicitation evaluation process, ItR questions and answers will be documented. The purpose of the ItR Wave 2 is to help Canada finalize the CBSOS.

(Note to Offerors: Provided Canada choose to qualify Offerors (Stage 4), the Invitation to Refine (Wave 2) will be limited to Offerors that have been selected to form the pool of qualified Offerors).

#### Stage 6: Challenge-Based Standing Offer Solicitation - Final

At Stage 6, based on observations during the ItR session(s), Canada will refine and issue the Final Challenge-Based Standing Offer Solicitation, beginning Component 2 of the Solicitation process. ItR participants will be invited to feedback sessions, designed to contribute to the improvement of the Agile Procurement process (PP3.0) framework.

#### Stage 7: Solicitation Closing - Offer Submission Form and Financial Offer Form

Offerors submit an Offer using Annex [X] - Offer Submission Form and Attachment [X] - Financial Offer Form. Unlike traditional procurement, Offerors are not required to provide a comprehensive written technical offer at Offer Closing. Refer to the paragraph entitled *Submission of Written Documents by Offerors*, of Section A3 - Offer Preparation Instructions, for information on the submission of written documents by Offerors.

#### Stage 8: Demonstration

Offerors that are compliant with the mandatory procedural requirements and the Mandatory Financial Evaluation Criteria described herein, may be requested to make a demonstration.

#### Stage 9: Notification of Selection

The highest ranked Offerors following the Evaluation Procedures and Basis of Selection process (Section A4 of the CBSOS), are notified (Notification of Selection) of Canada’s intent to award Standing Offers.

#### Stage 10: Technical Offer

Offerors notified of selection at Stage 9 of Canada’s intent to award Standing Offers are requested to submit their Technical Offer. (Note to Offerors: Offeror’s Technical Offers are not to be provided at Offer Closing, i.e., Stage 7.)

#### Stage 11: Standing Offer Award - Call-ups (Simulation - Professional Services)

(Note to Offerors: during the first Work Segment of the Standing Offer, Canada would like to try new approaches for testing Professional Services capabilities. The following description is provided as an

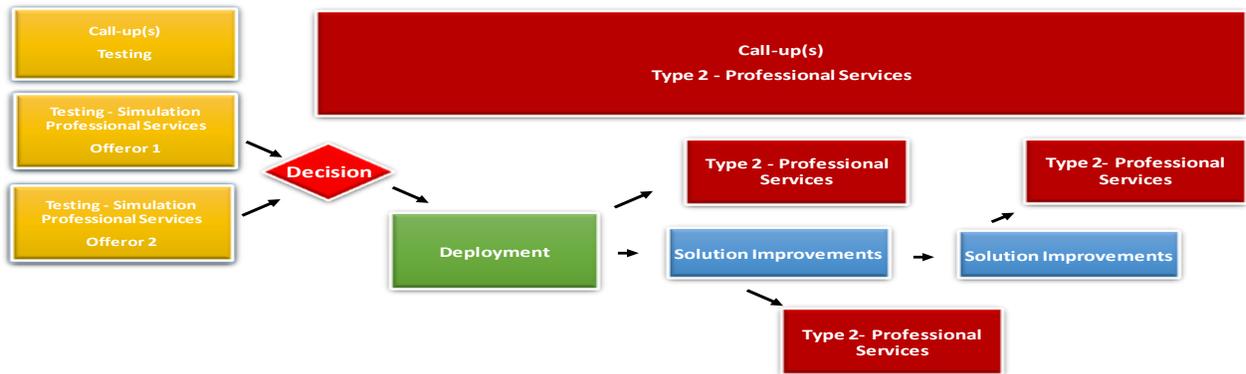


initial proposal, to be discussed in the course of the Invitation to Refine waves. The Final Challenge-Based Standing Offer Solicitation, will reflect the findings of the consultations.)

Canada anticipates awarding multiple Robotic Process Automation - Professional Services (RPA - PS) Standing Offers. At Standing Offer award, the Standing Offer Authority may issue a Call-Up Instrument(s): Simulation - Professional Services, to test and evaluate selected RPA - PS in parallel. The Simulation - Professional Services, testing, and evaluation phase has an expected duration of [insert #] months, and a maximum Total Estimated Cost of [insert \$ amount], exclusive of Applicable Taxes.

**A1.4 Work Segments (WS) - Standing Offer Call-ups**

This infographic is a visual representation of the Robotic Process Automation – Professional Services Work Segments, and corresponding Work Segment Call-ups.



**WS 1 Call-ups - Proof of Concept**

The Standing Offer Authority may issue WS 1 Call-ups - Proof of Concept, to require the Offeror to provide Professional Services in support of the development, testing, and evaluation of selected RPA Solutions in parallel.

**WS 2 Call-ups - Deployment**

The Standing Offer Authority may issue WS 2 Call-ups to require the Offeror to provide Professional Services to:

- support the deployment of the RPA Solution(s) on the Shared Services Canada’s operational environment.
- support the deployment of the RPA Solution(s) on one or more of its Client’s operational environment.

SSC is a federal government department that acts as a shared services organization. SSC may use the Solution(s) resulting from a CBSOS to provide a Solution(s) to one or more of its Clients. The initial lead client will be [insert Client name or TBD], and SSC may select other Clients to use the Solution(s), for example, for further testing of the developed Solution. SSC’s Clients include SSC itself, those government institutions for whom SSC’s services are mandatory, and those other organizations for whom SSC’s services are optional and that choose to use those services from time to time. In addition to the Government of Canada, SSC may also serve a government of a



province or municipality in Canada, a Canadian aid agency, a public health organization, an intergovernmental organization, or a foreign government.

### **WS 3 Call-ups - Solution Improvements**

The Standing Offer Authority may issue WS 3 Call-ups, to require the Offeror to provide Professional Services in support of RPA Solution(s) improvements.

#### **A1.5 Call-ups: Simulation - Professional Services**

The Standing Offer Authority may issue Call-ups: Simulation - Professional Services, to test and evaluate selected Robotic Process Automation - Professional Services in parallel.

#### **A1.6 Choice of RPA - Professional Services(s)**

(Note to Offerors: during the Invitation to Refine waves, Canada would like to implement a fair and efficient task allocation process. The following description is provided as an initial proposal, to be discussed in the course of the Invitation to Refine waves. The Final Challenge-Based Standing Offer Solicitation, will reflect the findings of the consultations.)

During the Simulation - Professional Services testing and evaluation phase, various RPA - PS will be compared. Based on favorable testing and evaluation results, from the Simulation - Professional Services testing and evaluation phase, Canada may select RPA - Professional Services to be deployed, in support of the Robotic Process Automation - Solution project. While the decision to issue RPA - PS Call-ups in support of the Robotic Process Automation - Solution project, is entirely within Canada's discretion, it will do so in accordance with the Attachment 1 - Statement of Challenge paragraph, entitled *Decision-Making Framework for Choosing Robotic Process Automation - Professional Services*.

Following the selection of Robotic Process Automation – Professional Services in support of the Robotic Process Automation project, Canada may, by sending written notice to the Offeror, exercise its right, in its sole discretion, to suspend or set aside the RPA - PS Standing Offer for the convenience of the Crown.

#### **A1.7 Financial Capability Assessment**

At Standing Offer award, Canada may conduct a complete financial capability assessment of the Offeror. Canada may request from the Offeror any financial information that Canada may require to conduct the assessment, which may include, but is not limited to, audited financial statements, if available, or unaudited financial statements (prepared by the Offeror's outside accounting firm, if available, or prepared in-house if no external statements have been prepared) for the Offeror's last three fiscal years, or for the years that the Offeror has been in business if this is less than three years. The financial statements must include, at a minimum, the Balance Sheet, the Statement of Retained Earnings, the Income Statement, and any notes to the statements.

#### **A1.8 Security Requirements**

[Delete entire Sub-section if there are no security requirements.] The following security requirements must be met [ "by the date of Offer Closing" or "by the date of Standing Offer award" or "prior to Canada issuing WS 1 Call-ups - Proof of Concept"].

[Insert Security Clearance Article(s) as determined with Technical Authority, CITS and PWGSC CISD.]

[Delete if N/A.] Attachment [X] - Security Requirements Check List refers.



**[Delete if N/A.]** In addition to these requirements, there are specific Client-driven security requirements at one or more sites where the Work will be performed, which are detailed in Attachment **[X]** Annex **[X]** Site-Specific Security Requirements.

(Note to Offerors: a finalized General Information section including all Annexes and Attachments will be set out in the Final Challenge-Based Standing Offer Solicitation.)



## Section A2 - Offeror Instructions

### A2.1 Standard Instructions, Clauses and Conditions

All instructions, clauses and conditions identified in the Challenge-Based Standing Offer Solicitation by number, date and title are set out in the Standard Acquisition Clauses and Conditions (SACC) Manual (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services.

Offerors who submit an Offer agree to be bound by the instructions, clauses and conditions of the Challenge-Based Standing Offer Solicitation and accept the clauses and conditions of the resulting Standing Offer.

### A2.2 Standard Instructions

SACC 2006 (2020-05-28) Standard Instructions - Request for Standing Offers - Goods or Services – Competitive Requirements are incorporated by reference into and form part of this CBSOS, and are amended as follows:

- a) Where “Request for Standing Offer (RFSO)” appears;

Delete: in its entirety

Insert: “Challenge-Based Standing Offer Solicitation (CBSOS)”

- b) At section 03: *Standard instructions, clauses, and conditions*:

Delete: “Pursuant to the Department of Public Works and Government Services Act, S.C. 1996, c.16.”

- c) At section 05: *Submission of offers*, subsection 4:

Delete: “Offers will remain open for acceptance for a period of not less than 60 days from the closing date of the RFSO, unless specified otherwise in the RFSO..”

Insert: “Offers will remain open for acceptance for a period of not less than 180 days from the closing date of the CBSOS, unless specified otherwise in the CBSOS.”

- d) At section 08: *Transmission by facsimile or by epost Connect*:

Delete: in its entirety;

- e) At section 09: *Customs clearance*:

Delete: in its entirety;

- f) At section 13: *Communications – solicitation period*:

Delete: “To ensure the integrity of the competitive RFSO process, enquiries and other communications regarding the RFSO must be directed only to the Standing Offer Authority identified in the RFSO. Failure to comply with this requirement may result in the offer being declared non-responsive.”

Insert: Insert: “*Point of Contact*: To ensure the integrity of the Solicitation process, all enquiries regarding this Solicitation must be directed only to the Point of Contact identified in the Solicitation.

The integrity of the Solicitation process cannot be guaranteed, when Offerors seeks to raise issues with other departmental representatives; by that, potentially influencing the outcome of an active procurement. As such, Offerors must not engage with any departmental representative other than the



Point of Contact, to raise any issues. This will ensure that issues are raised and addressed in writing and subsequently circulated to all Offerors.

While public servants (who may or may not be involved in this Solicitation) may engage in exchanges in other fora, such as social media, Offerors relying on “found” information do so at their own risk.

The information exchanged between participants during the Invitation to Refine waves, will be published in “What we Heard” reports on Buyandsell.gc.ca, on a timely basis.

Official information that is binding upon Canada will only be made available by the Point of Contact on Buyandsell.gc.ca

Failure to comply with section 13: *Communications – solicitation period* may result in an Offer being declared non-responsive.

g) At section 14, *Price justification*:

Delete: “In the event that the Offeror's offer is the sole responsive offer received, the Offeror must provide, on Canada's request, one or more of the following price justification:”

Insert: “the Offeror must provide, on Canada's request, one or more of the following price justification:”

All references contained within the SACC 2005 (2017-06-21), General Conditions - Standing Offers - Goods or Services, to the Minister of Public Works and Government Services will be interpreted as a reference to the Minister of Digital Government presiding over Shared Services Canada and all references to the department of Public Works and Government Services will be interpreted as a reference to Shared Services Canada.

### **A2.3 Enquiries - Solicitation**

Questions and comments about this Solicitation can be submitted in accordance with SACC 2006 (2020-05-28) Standard Instructions - Request for Standing Offers - Goods or Services – Competitive Requirements, section 13 *Communication – solicitation period*, there will be two (2) question periods, as follows.

Question Period 1 (Wave 1 and 2): All enquiries are requested to be submitted in writing to the Point of Contact no later than three (3) calendar days before the Information Webinar, and no later than three (3) calendar days before each Invitation to Refine event. Enquiries received that do not meet this condition may not be answered during the Information Webinar or during the Invitation to Refine event.

Question Period 2 (Invitation to Qualify - if applicable): All enquiries are requested to be submitted in writing to the Point of Contact no later than five (5) calendar days before the Closing Date and Time of the Invitation to Qualify. Enquiries received that do not meet this condition may not be answered before the Closing Date and Time of the Invitation to Qualify. Enquiries received after that time will not be answered.

Offerors should reference as accurately as possible the numbered item of the Solicitation to which the enquiry relates. Care should be taken by Offerors to explain each question in sufficient detail to enable Canada to provide an accurate answer. Technical enquiries that are of a proprietary nature are requested to 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 of the Offerors, so the proprietary nature of the



question(s) is eliminated, and the enquiry can be answered to all Offerors. Enquiries not submitted in a form that can be distributed to all Offerors may not be answered by Canada.

#### **A2.4 Point of Contact (PoC)**

The Standing Offer Authority is the person designated by that title in the Solicitation, or by notice to the Offerors, to act as Canada's "Point of Contact" for all enquiries regarding the Solicitation process.

Name: Meghan MacKenzie

Department: Shared Services Canada

Address: 180 Kent Street. Ottawa, ON K1G 4A8

Telephone Number: 343-571-3953

Email Address: [coeaip-ceaan@ssc-spc.gc.ca](mailto:coeaip-ceaan@ssc-spc.gc.ca)

#### **A2.5 Offeror's Information Webinar**

An optional Offeror's Information Webinar will be held on the following dates and times:

- a) The English-language webinar will be held on January 11, 2022 at 10:30 AM EST.

Join the Microsoft Teams Meeting here:

**Join on your computer or mobile app**

[Click here to join the meeting](#)

**Or call in (audio only)**

[+1 343-803-4324,,683654315#](tel:+13438034324,683654315#)

Phone Conference ID: 683 654 315#

- b) The French-language webinar will be held on January 11, 2022 at 11:30 AM EST

Join the Microsoft Teams Meeting here:

**Join on your computer or mobile app**

[Click here to join the meeting](#)

**Or call in (audio only)**

[+1 343-803-4324,,301715185#](tel:+13438034324,301715185#)

Phone Conference ID: 301 715 185#

The scope of the Requirement outlined in this CBSOS will be reviewed during the Information Webinar and questions will be answered. It is recommended that Offerors who intend to submit an Offer participate in one of the Information Webinars. Offerors who do not attend an Information Webinar will not be prohibited from submitting an Offer. Information Webinar questions and answers will be documented. Based on the feedback received during the Information Webinar, Canada may refine and amend, or reissue the Solicitation.

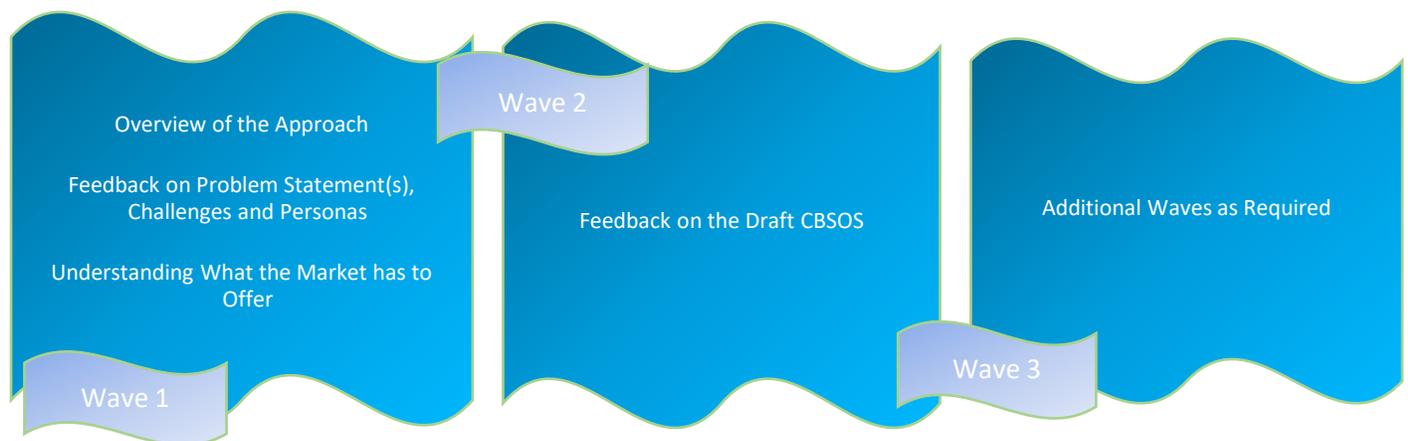
At Canada's discretion, additional Information Webinars may be scheduled for the same purpose as outlined above, logistical details will be published as an amendment to the CBSOS.

For reference purposes Offeror's Information Webinars are recorded.



## A2.6 Invitation to Refine (ItR)

### Invitation to Refine Waves



Offerors will be invited to provide feedback on the problem statement(s) and share their perspectives by participating in various interactive events (videoconferences, group interactions, surveys) facilitated by Canada (in the presence of all Offerors or “one-on-one”). Offerors may be invited to make a 10 - minute presentation of their Solution, explaining how their Solution could resolve the problem statement(s).

In addition, during the Invitation to Refine (Wave 1), Canada will explore with Offerors, innovative ways that will be used to assess the capacity of experts, at the Solicitation evaluation and “Proof of Concept” stages.

Offerors are requested to confirm their intention to participate in ItR events in accordance with paragraph entitled *Registration for Invitation to Refine Events*.

#### A2.6.1 Current ItR Events Schedule

- ItR - Wave 1: January 18, 2022 to February 4, 2022
  - ❖ To participate in ItR - Wave 1 Offerors should confirm their intention to participate no later than **January 18, 2022 at 15:00 EST**.
- ItR - Wave 2: [To be Determined] to [To be Determined]

Following receipt of their intentions to participate, the PoC will email an official invitation including logistical details to Registrants.

Offeror’s feedback and presentations will not be scored nor considered in the Solicitation evaluation process, ItR questions and answers will be documented. The purpose of the ItR is to help Canada finalize the CBSOS. At Canada’s discretion, additional ItRs events (in the presence of all Offerors or “one-on-one”) may be scheduled for the same purpose as outlined above.

(Note to Offerors: Based upon the findings from ItR - Wave 1, Canada may choose to qualify Offerors (Stage 4). In the event that Canada chooses to qualify Offerors, the Invitation to Refine Wave 2 will be limited to Offerors that have been selected to form the pool of qualified Offerors).

#### A2.6.2 Registration for Invitation to Refine Events



Offerors are requested to confirm their intention to participate in the Invitation to Refine events by sending an email to PoC at: [coeaip-ceaan@ssc-spc.gc.ca](mailto:coeaip-ceaan@ssc-spc.gc.ca)

To participate in the ItR - Wave 1 events, Offerors should register no later than **January 18, 2022 at 15:00 EST** and to participate in the ItR - Wave 2, three (3) calendar days prior to the beginning of Wave 2 as noted in the paragraph entitled *Current ItR Events Schedule*. Offerors may end their participation at anytime.

Offerors are requested to include in the confirmation of their intention to participate in the Invitation to Refine events, the following:

- name of the Organization;
- name of each of the Organization’s Representatives who will be attending the ItR events;
- email address of each of the Organization’s Representatives who will be attending the ItR events;
- an Official Language preference.

The “rules of engagement” for the ItR events will be presented to Offerors during the Information Webinar. By participating in the ItR events (Waves 1 & 2), Offeror’s consent to these rules of engagement.

**A2.7 Window of Opportunity for Underrepresented Groups (URG) including Small and Medium Enterprises (SMEs)**

Under Agile Procurement Process 3.0, Underrepresented Groups and Small and Medium Enterprises are invited to network with industry and government through participatory processes, e.g., Webinars, and Invitation to Refine events.

The primary goals of these participatory processes are:

- to create opportunities for URGs and SMEs to achieve active participation in the Solicitation process;
- to be “seen” by industry participants;
- to help URGs and SMEs identify shared interest, creative and innovative ideas;
- to forge possible alliances with other industry members participating in the Solicitation process;
- to create opportunities for URGs and SMEs to participate as “Offerors” in the Solicitation process.

Mechanism for participation beyond the Invitation to Refine wave, will be specified in the Final CBSOS.

**A2.8 Applicable Laws**

Any resulting Standing Offer must be interpreted and governed, and the relations between the parties determined, by the laws in force in province of Ontario, Canada.

Offerors may, at their discretion, substitute the applicable laws of a Canadian province or territory of their choice without affecting the validity of their Offer, by inserting the name of the Canadian province or territory of their choice in Annex [X] - Offer Submission Form. If no change is made, the Offeror acknowledges that the applicable laws specified are acceptable to the Offeror.

**A2.9 Trade Agreements**

This Solicitation is subject to the provisions of the following trade agreement(s):

Canadian Free Trade Agreement (CFTA)	Canada-Chile Free Trade Agreement	Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP)
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Canada-Colombia Free Trade Agreement Canada-Korea Free Trade Agreement Canada-Ukraine Free Trade Agreement	Canada-European Union Comprehensive Economic and Trade Agreement (CETA) Canada-Panama Free Trade Agreement World Trade Organization - Agreement on Government Procurement (WTO-GPA)	Canada-Honduras Free Trade Agreement Canada-Peru Free Trade Agreement
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**A2.10 Certifications Precedent to Standing Offer Award and Additional Information**

The certifications and additional information should be submitted using Annex [X] - Offer Submission Form. If any of the required certifications or additional information is not complete and submitted as requested, the PoC will inform the Offeror, by sending a written notice of a time frame within which to comply with the request. Failure to comply with the request within the time frame specified, will render the Offer non-responsive.

The certifications provided by Offerors to Canada are always subject to verification by Canada. Unless specified otherwise, Canada will declare an Offer non-responsive, or will declare a Contractor in default if any certification made by an Offeror is found to be untrue, whether made knowingly or unknowingly, whether in its Offer, during the Offer evaluation period, or during the Standing Offer period.

The PoC will have the right, by sending a written notice to the Offeror at any time, to request additional information to verify the Offeror’s certifications. Failure to comply with this request will render the Offer non-compliant or will constitute a default under any Call-up that may be issued as a result of the Solicitation process.

[\(Note to Offerors: a finalized Offeror Instruction section will be set out in the Final Challenge-Based Standing Offer Solicitation.\)](#)



## **Section A3 - Offer Preparation Instructions**

(Note to Offerors: a finalized Offer Preparation Instructions section will be set out in the Final Challenge-Based Standing Offer Solicitation.)



## **Section A4 - Evaluation Procedures and Basis of Selection**

(Note to Offerors: a finalized Evaluation Procedures and Basis of Selection section will be set out in the Final Challenge-Based Standing Offer Solicitation.)



## **PART B - STANDING OFFER**

(Note to Offerors: the Standing Offer (Part B) and Resulting Contract Clauses (Part C) will be customized in accordance with the Final Challenge-Based Standing Offer Solicitation prior to Standing Offer award.)

### **STANDING OFFER**

(Note to Offerors: The following terms and conditions are intended to form the basis of any Standing Offer(s) resulting from this Challenge-Based Standing Offer Solicitation. Except where specifically set out in the Standing Offer terms and conditions, acceptance by Offerors of all the terms and conditions is a mandatory requirement of this Solicitation.

No modification to the Standing Offer terms and conditions included in the Offeror's Offer will apply to the resulting Standing Offer, even though the Offer may become part of the resulting Standing Offer.

No alternative licensing conditions for licensed software included in the Offeror's Offer, or any terms and conditions in the Offeror's Offer with respect to limitations on liability, or any terms and conditions incorporated into the Offeror's Offer by reference, will apply to the resulting Standing Offer, even though the Offer may become part of the resulting Standing Offer. Additional terms and conditions; including alternative licensing conditions for licensed software, approved by Canada (if any), are only binding on Canada if they have been included in the resulting Standing Offer.

Offerors submitting Offers containing statements implying that the Offer is conditional on modification to these Standing Offer terms and conditions (including all documents incorporated into the Standing Offer by reference) or containing terms and conditions that purport to supersede these Standing Offer terms and conditions will be considered non-responsive. As a result, Offerors with concerns regarding the Standing Offer terms and conditions should raise those concerns in accordance with the paragraph entitled *Enquiries - Solicitation of the CBSOS.*)

#### **B1 Offer**

The Offeror offers to fulfil the Requirement(s) in accordance with Attachment [X] - Statement of Challenge.

#### **B2 Series of Standing Offers**

The Offeror acknowledges that this Standing Offer is one of a series of [insert #] Standing Offers awarded as a result of the Challenge-Based Standing Offer Solicitation, issued by Shared Services Canada on [insert release date] under Solicitation No. [insert #].

(Note to Offerors: during the first Work Segment of the Standing Offer, Canada would like to try new approaches for testing Professional Services capabilities. The following description is provided as an initial proposal, to be discussed in the course of the Invitation to Refine waves. The Final Challenge-Based Standing Offer Solicitation, will reflect the findings of the consultations.)

The award of this Standing Offer begins the Simulation - Professional Services testing and evaluation phase of the overall [Insert Name of Project e.g., SSC Challenge 1] initiative described in the Solicitation.

Throughout the Simulation - Professional Services testing and evaluation phase, awarded Standing Offers will be utilized concurrently, forming a procurement ecosystem.



The Simulation - Professional Services testing and evaluation phase has an expected duration of [insert #] months.

Canada will advise all Offerors, at the end of the Simulation - Professional Services testing and evaluation phase, of its intention to require the Offerors to provide Professional Services in support of the Robotic Process Automation – Solution project.

### **B3 Standing Offer Award and Call-ups: Simulation - Professional Services**

(Note to Offerors: during the first Work Segment of the Standing Offer, Canada would like to try new approaches for testing Professional Services capabilities. The following description is provided as an initial proposal, to be discussed in the course of the Invitation to Refine waves. The Final Challenge-Based Standing Offer Solicitation, will reflect the findings of the consultations.)

Together with Standing Offer award, the Standing Offer Authority may issue a Call-up(s): Simulation - Professional Services, to test and evaluate selected Robotic Process Automation - Professional Services (RPA - PS) in parallel.

#### **B3.1 Call-ups: Simulation - Professional Services**

(Note to Offerors: during the Invitation to Refine waves, Canada would like to implement a fair and efficient task allocation process. The following description is provided as an initial proposal, to be discussed in the course of the Invitation to Refine waves. The Final Challenge-Based Standing Offer Solicitation, will reflect the findings of the consultations.)

The Offeror must deliver the Simulation - Professional Services, and perform all the Work in accordance with the terms and conditions of any Call-up: Simulation - Professional Services, this Standing Offer, including Attachment [X] - Statement of Challenge (SoC), and the Contractor's Technical Offer entitled [insert name of Offer], dated [insert date], and in accordance with the prices set out in the Attachment [X] - Basis of Payment.

##### **B3.1.1 Fairness and Transparency Platform**

To ensure procedural fairness, the following will be implemented.

##### **B3.1.2 Incremental Testing Process**

Based on a template provided by Canada, each RPA - PS Offeror will produce a Test Plan, and demonstrate that their Professional Services satisfy the Requirements. (Refer to Statement of Challenge paragraph entitled [insert paragraph name].)

During the Refinement Iteration(s) of the Simulation - Professional Services testing and evaluation phase (refer to Statement of Challenge paragraph entitle [insert paragraph name]), Canada will test the RPA - Professional Services, give feedback and provide the RPA - PS Offeror with opportunities to improve their Services. There could be up to [insert #] Refinement Iterations.

##### **B3.1.3 Canada's Commitment(s) During Simulation - Professional Services Testing & Evaluation Phase**

- Throughout the Simulation - Professional Services testing and evaluation phase, Canada commits to sharing any information material to the choice of the Professional Services to be deployed, in a timely and equal manner, with all RPA - PS Offerors participating in the procurement ecosystem.



- Throughout the Simulation - Professional Services testing and evaluation phase, Canada commits to disclose any Non-compulsory Additional Professional Services Categories, that Canada has become aware of and is interested in exploring, in a timely and equal manner, to all RPA - PS Offerors participating in the procurement ecosystem.

#### **B3.1.4 Value for Money**

Canada reserves the right, in its sole discretion, to add “found” Non-compulsory Additional Professional Services Categories to the RPA - PS. The RPA - PS Offeror will be responsible for demonstrating value for money, for any Non-compulsory Additional Professional Services Categories Canada chooses to add.

Canada may contract an independent expert to validate and advise Canada on the pricing components including “found” Non-compulsory Additional Professional Services Categories. The independent expert’s findings will be made available to the specific RPA - PS Offeror.

#### **B3.1.5 Choice of the Professional Services to be Deployed**

Canada will, in a timely and equal manner, inform all RPA - PS Offerors in the procurement ecosystem of which Professional Services are to be deployed, in support of the Robotic Process Automation - Solution project.

Following the selection of Professional Services to be deployed, Canada may, by sending written notice to the Offeror, exercise its right, in its sole discretion, to suspend or set aside the Standing Offer for the convenience of the Crown.

#### **B4 Work Segments - Standing Offer Call-ups**

The Offeror will provide Professional Services in support of the following Robotic Process Automation - Solution Work Segments (WS):

- WS 1 - Proof of Concept
- WS 2 - Deployment
- WS 3 - Solution Improvements

The prices for Call-ups exercised 24 months after the date of Standing Offer award, and at the request of the Offeror, will be adjusted in accordance with the paragraph entitled *Price Adjustment Mechanism*.

#### **B4.1 WS 1 Call-ups - Proof of Concept**

The Standing Offer Authority may issue Professional Service Call-ups, to require the Offeror to provide Professional Services in support of the development, testing and evaluation of the [insert name of Solution] Solution, in accordance with the terms and conditions of this Standing Offer, including Attachment [X] - Statement of Challenge, and in accordance with the prices set out in Attachment [X] - Basis of Payment.

#### **B4.2 WS 2 Call-ups - Deployment of the [insert name of Solution] Solution on Shared Services Canada’s Operational Environment**

The Standing Offer Authority may issue Professional Service Call-ups, to require the Offeror to provide Professional Services in support of the deployment of the [insert name of Solution] Solution on Shared Services Canada’s Operational Environment, in accordance with the terms and conditions of this Standing Offer, including Attachment [X] - Statement of Challenge, and in accordance with the prices set out in Attachment [X] - Basis of Payment.



While the decision to issue WS 2 Call-ups is entirely within Canada’s discretion, if Canada chooses to issue WS 2 Call-ups, it [either insert “may” or “will”] do so in accordance with the paragraph entitled *Allocation of Standing Offer Call-ups Methods*.

Canada anticipates selecting [insert #] Offeror(s) to provide Professional Services in support of the deployment of the [insert name of Solution] Solution on Shared Services Canada’s Operational Environment. However, Canada may in its discretion, issue Professional Service Call-ups to other Offerors at any time prior to the expiry date of the Standing Offer.

WS 2 has an expected duration of [insert #] months.

### **B4.3 WS 2 Call-ups: Deployment on Additional Client’s Operational Environments**

The Standing Offer Authority may issue Professional Service Call-ups, to require the Offeror to provide Professional Services in support of the deployment of the [insert name of Solution] Solution on Additional Client’s Operational Environments, in accordance with the terms and conditions of this Standing Offer, including Attachment [X] - Statement of Challenge, and in accordance with the prices set out in Attachment [X] - Basis of Payment.

SSC’s “Clients” include SSC itself, those government institutions for whom SSC’s services are mandatory, and those other organizations for whom SSC’s services are optional and that choose to use those services from time to time. In addition to the Government of Canada, SSC may also serve a government of a province or municipality in Canada, a Canadian aid agency, a public health organization, an intergovernmental organization, or a foreign government.

In deploying the Solution for additional Clients, there are potential “economies of scale” that may be realized, and that may reduce the Offeror’s costs of performing the Work; consequently, a “price reduction” of the prices set out Attachment [X] - Basis of Payment, may be a factor considered by Canada in its decision to issue Call-ups for Professional Services in support of Deployment on Additional Client’s Operational Environments.

The Offeror acknowledges that Canada, prior to issuing Call-ups for Professional Services in support of the deployment of the [insert name of Solution] Solution on Additional Client’s Operational Environments, may request a price reduction to the prices set out in Attachment [X] - Basis of Payment, based on economies of scale. The Standing Offering Authority may request the Offeror submit a price breakdown showing, if applicable, the cost of direct labour, direct materials, purchased items, engineering and plant overheads, general and administrative overhead, transportation, markup, and any other supporting documentation.

The Standing Offering Authority may issue Call-ups for Professional Services in support of Deployment on Additional Client’s Operational Environments, at any time after issuing Call-ups for Professional Services in support of the deployment of the [insert name of Solution] Solution on Shared Services Canada’s Operational Environment.

For administrative purposes only, the Standing Offering Authority, Technical Authority, and Offeror’s Representative under Call-ups for Professional Services in support of Deployment on Additional Client’s Operational Environments, will be determined by SSC’s Client and the Offeror. The responsibilities of all Authorities, as specified under the Standing Offer, are transferred to those Authorities listed in the Call-up Instrument.



#### **B4.4 WS 3 Call-ups - Solution Improvements**

Where the technological context renders available technological, administrative, commercial, or other types of “improvements” to the Robotic Process Automation - Solution project, that better resolve the problem(s), the Standing Offer Authority may issue Professional Service Call-ups, to require the Offeror to provide Professional Services in support of those improvements in accordance with the terms and conditions of this Standing Offer including Attachment [X] - Statement of Challenge, and in accordance with the paragraph entitled Basis of Payment - Solution Improvements.

#### **B5 SACC M3020C (2016-01-28): Status of Availability of Resources - Standing Offer**

Is incorporated into the CBSOS by reference.

#### **B6 Call-up Instrument and Procedures**

##### **B6.1 Call-up Instrument**

The Work will be authorized or confirmed by the Standing Offer Authority using the duly completed Call-up Instrument - Attachment [X] which shall contain at a minimum the following information:

- standing offer number;
- statement that incorporates the terms and conditions of the Standing Offer;
- description and unit price for each line item;
- total value of the call-up;
- point of delivery;
- confirmation that funds are available under section 32 of the Financial Administration Act;
- confirmation that the user is an Identified User under the Standing Offer with authority to enter into a contract.

(Note to Offerors: the Call-up Instrument - Attachment [X], will be set out in the Final Challenge-Based Standing Offer Solicitation.)

##### **B6.2 Call-up Procedures**

The Project Authority will provide the Offeror with a description of the Work to be performed under the Standing Offer; in accordance with the terms and conditions of the Standing Offer, including Attachment [X] - Statement of Challenge, in sufficient detail to enable the Offeror to establish a Firm Price for the Work.

The Offeror will submit a “Schedule of Costs” table with supporting details to the Project Authority in order to establish a Firm Price for the Work.

The Firm Price will be established in accordance with Attachment [X] - Basis of Payment, and where warranted and deemed appropriate by the Project Authority;

- i) travel and living expenses as applicable will be calculated in accordance with current Treasury Board Travel Directives, with no allowance for profit or overhead; and where warranted and deemed appropriate by the Project Authority;
- ii) other eligible costs not included in Attachment [X] - Basis of Payment, at direct cost with no allowance for profit or overhead.



The Work will be for a Firm Price; however, whenever the Work cannot be well defined, in lieu of a Firm Price, the Project Authority may pre-authorize a time rate payment, i.e., per diem rates, in accordance with the Professional Services (Type 1) of Attachment [X] - Basis of Payment.

Authorization to proceed with the Work will be made by the issuance of a Call-up Instrument duly signed by the Standing Offer Authority and the Project Authority.

**B6.3 Limitation of Call-ups**

Individual Call-ups against the Standing Offer must not exceed \$ [insert amount] (Applicable Taxes included).

**B7 Allocation of Standing Offer Call-ups Methods**

(Note to Offerors: the Allocation of Standing Offer Call-ups Methods, will be set out in the Final Challenge-Based Standing Offer Solicitation.)

**B8 Standing Offer Reporting - Standing Offer Holders**

The Offeror must compile and maintain records on its provision of goods, services or both to Canada under Call-ups resulting from the Standing Offer. Whether or not the Offeror’s Standing Offer usage reports are acceptable to Canada, is determined entirely within the discretion of Canada. If Canada determines that the Offeror’s reports do provide sufficient data, the PoC will, by sending a written notice to the Offeror, request that the Offeror correct their usage reports within any time specified in the notice.

The Offeror must provide this data in accordance with the reporting requirements detailed herein. If no goods or services are provided during a given period, the Offeror must still provide a "NIL" report. Canada reserves the right to change the "NIL" reporting procedure at any time.

The data must be submitted on a quarterly basis, no later than 15 calendar days after the end of the quarterly report period. The quarterly reporting periods are defined as follows:

Quarterly Reporting Periods

Quarter	Period Covered	Due on or Before
1st	April 1 to June 30	July 15th
2nd	July 1 to September 30	October 15th
3rd	October 1 to December 31	January 15th
4th	January 1 to March 31	April 15th

Failure to provide fully completed reports in accordance with the above instructions may result in the setting aside of the Standing Offer.

**B9 Additions to the Standing Offer Holders List**

Subsequent to the establishment of the Standing Offer Holders List, and throughout the period of the Standing Offer, Canada may, in its sole discretion, and at any point during the Standing Offer validity period, re-post the CBSOS on Buyandsell.gc.ca.



This would permit additional Vendors/Firms to qualify and to be added to the Standing Offer Holders List, and to allow existing Standing Offer Holders to submit proposals to modify their existing Standing Offer.

Offers will be subject to the same qualification requirements as those required in the original CBSOS, Solicitation No.: **[insert CBSOS Solicitation #]**.

**Note:** No existing Standing Offer Holder will be removed from the Standing Offer Holders List as a result of the addition of any newly qualified Offerors; however, the ranking of the Standing Offer Holders may be adjusted accordingly, as a result of the addition of newly qualified Offerors.

#### **B10 Suspension or Set Aside of Standing Offer by Canada**

Canada may, by sending written notice to the Offeror, exercise its right, in its sole discretion, to suspend or set aside the Standing Offer for the convenience of the Crown.

Suspension or set aside of the SO will not affect the right of Canada to pursue other remedies or measures that may be available. It will not, on its own, affect any Call-up entered into before the issuance of the notice. The Standing Offer Authority will however remove the Offeror from the list of Standing Offer Holders eligible to receive Call-ups under this SO. The Offeror will not be able to submit another Offer, and the Offeror will not be allowed to submit a new Offer for consideration until the requirement is re-competed.

#### **B11 Standing Offers Reporting - Standing Offer Users**

*(Note to Offerors: the Standing Offer Reporting - Standing Offer Users provisions will be set out in the Final Challenge-Based Standing Offer Solicitation.)*

#### **B12 Standard Clauses and Conditions**

All clauses and conditions identified in the Standing Offer by number, date and title are set out in the Standard Acquisition Clauses and Conditions (SACC) Manual (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada (PWGSC.)

##### **B12.1 General Conditions**

The following General Condition is incorporated by reference.

SACC 2005 (2017-06-21), General Conditions - Standing Offers - Goods or Services, apply to and form part of this Standing Offer.

#### **B13 Security Requirements**

**[Delete entire Sub-section if there are security requirements.]** There are no Security Requirements associated with this Solicitation.

**[Delete entire Sub-section if there are no security requirements.]** The following security requirements must be met [ “by the date of Offer Closing” or “by the date of Standing Offer award” or “prior to Canada issuing any Call-up Instrument against the Standing Offer”].

**[Insert Security Clearance Article(s) as determined with Technical Authority, CITS and PWGSC CISD.]**

**[Delete if N/A.]** Attachment **[X]** - Security Requirements Check List refers.



[Delete if N/A.] In addition to these requirements, there are specific Client-driven security requirements at one or more sites where the Work will be performed, which are detailed in Attachment [X] Annex [X] Site-Specific Security Requirements.

#### **B14 On-going Supply Chain Integrity (SCI) Process**

The Parties agree that a Supply Chain Integrity Process assessment was a key component of the Solicitation process. In connection with that assessment process, Canada assessed the Offeror's Supply Chain Security Information (SCSI) without identifying any security concerns.

The Parties also acknowledges that security is a critical consideration for Canada with respect to this Standing Offer and that on-going assessment of SCSI will be required throughout the Standing Offer period.

Canada reserves the right to conduct a complete independent security assessment of all (existing or new) SCSI. The Offeror must if requested by the Standing Offer Authority; within the time frame specified in the written notice, provide any information that Canada requires, to perform its assessments in accordance with the terms and conditions of this Standing Offer, including Attachment [X] - Supply Chain Integrity (SCI) Process.

#### **B15 Data Ownership and Sovereignty**

The Parties agree that neither the operation of the Solution nor the provision of Operational Support and Maintenance Services, for the Solution, requires the Offeror at any time to access the content transmitted by Canada using the Solution. The Offeror acknowledges that:

- (a) it, its employees, representatives, and agents are prohibited from accessing the content transmitted by the Solution at any time without the written consent of the Standing Offer Authority; and
- (b) it is prohibited from permitting any third party to access the content transmitted by the Solution at any time without the written consent of the Standing Offer Authority.

The Offeror agrees that, although it may access the Solution remotely, it must do so only from locations within Canada and the Offeror agrees to segregate its network or access to its network in all ways required in order to ensure that no person outside the geographic boundaries of Canada is capable of accessing the Solution remotely using the Offeror's infrastructure. The Offeror acknowledges that Canada may audit compliance with this provision and agrees to provide access to its premises and systems during normal business hours to allow Canada or its representatives to conduct any such audit.

#### **B16 Term of Standing Offer**

##### **B16.1 Period of the Standing Offer**

The period of the Standing Offer is from award date until such time as Canada chooses to re-compete the Standing Offer, no longer deems the Standing Offer necessary, or proceeds with a different procurement vehicle.

Canada may, by notice in writing to all Standing Offer Holders and by posting on [Buyandsell.gc.ca](http://Buyandsell.gc.ca), cancel this Standing Offer by giving all Standing Offer Holders at least 30 calendar days' notice of the cancellation.

##### **B16.2 Changes to the Standing Offer (Evergreen Clause)**



As a result of the Standing Offer being perpetual, from time to time, SSC may also amend any part of the Standing Offer as a result of but not limited to; a policy notification, legislation, or procedural change. Any such change will not affect existing contracts in place prior to the date of change. Notification of such change will be sent to Standing Offer Holder via a generic email. Should a Standing Offer Holder not agree with such modifications, and no longer wishes to be considered for requirements issued under the Standing Offer framework as a result of the changes, the Standing Offer Holder will notify the Standing Offer Authority and this Standing Offer Holder will no longer be on the list of Standing Offer Holders.

### **B16.3 Delivery Points**

Delivery will be made to delivery point(s) specified at Attachment [X] - Statement of Challenge.

## **B17 Authorities**

### **B17.1 Standing Offer Authority**

The Standing Offer Authority for the Contract is:

(Note to Offerors: this information will be completed at Standing Offer award.)

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

### **B17.2 Project Authority**

The Project Authority for the Standing Offer is:

(Note to Offerors: this information will be completed at Standing Offer award.)

The Project Authority is responsible for all matters concerning the technical content of the Work under the Standing Offer. Technical matters may be discussed with the Technical Authority; however, the Technical Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a Standing Offer amendment issued by the Standing Offer Authority.

### **B17.3 Offeror's Representative**

(Note to Offerors: this information will be completed at Standing Offer award.)

[insert Representative's name] \_\_\_\_\_ has been appointed as the representative for the Offeror and has full authority to act as agent for the Offeror regarding all matters relating to the Standing Offer.

### **[Delete entire Article if not a Joint Venture Offeror.] B17.4 Joint Venture**

(Note to Offerors: this paragraph will be deleted if the Offeror awarded the Standing Offer is not a Joint Venture. If the Offeror is a Joint Venture, this clause will be completed with information provided in the Offeror's Offer.)

a. The Offeror confirms that the name of the Joint Venture is \_\_\_\_\_ and that it is comprised of the following members: [List all the Joint Venture members named in the Offeror's original proposal].



- b. With respect to the relationship among the members of the Joint Venture Offeror, each member agrees, represents and warrants (as applicable) that:
  - i. \_\_\_\_\_ has been appointed as the "representative" for the Joint Venture Offeror and has full authority to act as agent for each member regarding all matters relating to the Offer;
  - ii. by giving notice to the representative, Canada will be considered to have given notice to all the members of the Joint Venture Offeror; and
  - iii. all payments made by Canada to the representative will act as a release by all the members.
- c. All the members agree that Canada may terminate the Offer 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.
- d. All the members are jointly and severally or solidarily liable for the performance of the entire Offer.
- e. The Offeror 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 terms and conditions of the General Conditions.
- f. The Offeror acknowledges that all security and controlled goods requirements in the Offer, if any, apply to each member of the Joint Venture Offeror.

**B18 Identified Users**

The Identified Users authorized to make call-ups against the Standing Offer include any government department, agency or Crown Corporation listed in Schedules I, I.1, II, III, IV and V of the *Financial Administration Act*, R.S.C. 1985, c. F-11.

**B19 Price Adjustment Mechanism**

At the request of the Offeror, the prices for Call-ups issued 24 months after the date of Standing Offer award, will be adjusted in accordance with the following Price Adjustment Mechanism. The prices will be adjusted to account for inflation according to [Table 18-10-0004-01 Consumer Price Index, monthly, not seasonally adjusted, All-items, Canada](#)

$$\text{New Price} = \text{Initial Price} * \frac{(1 + \frac{\text{CPI exercise date of the Option}-\text{CPI at the Standing Offer award}}{\text{CPI at Standing Offer award}})}{\text{CPI at Standing Offer award}}$$

For example:

The initial price for a Requirement - Work Segment 2 Call-ups is \$ 1000.

Standing Offer award March 31, 2019.

A Work Segment 3 Call-up for a deployment requirement on additional Client's operational environment is issued on June 2, 2021.

CPI for March 2019 = 134 (hypothetical value)

CPI for May 2021 = 136

The new price = 1000 \* (1+ (136-134) / 134) = \$ 1,014.93



## **B20 Exchange Rate Fluctuation**

Canada assumes some of the risks and benefits of exchange rate fluctuation. The exchange rate fluctuation amount is determined in accordance with the provision of this Article.

(a) From Standing Offer award to invoice payment(s), if raised by Canada or the Offeror, Canada will adjust the price(s); as specified in Attachment [X] - Basis of Payment, to reflect the exchange rate fluctuation, in Canadian dollars (CAD), if the exchange rate fluctuation is greater than 8% (increase or decrease) from the date of Standing Offer award. If either of the aforementioned dates fall on a Saturday, Sunday or statutory holiday (non Federal Government Working Days), Canada will calculate the rate using the previous workday. The exchange rate adjustment amount will be calculated in accordance with the following formula:

*adjustment = price(s) at standing offer award X (exchange rate for adjustment - initial exchange rate) / exchange rate for adjustment*

(b) The initial exchange rate (CAD) is set as the daily average rate as published by the Bank of Canada on the Offer Closing date.

(c) Canada reserves the right to audit any price adjustments in accordance with the Accounts and audit provisions of the SACC 2035 (2020-05-28), General Conditions - Higher Complexity - Services.

(d) This clause will only apply to the goods and services directly impacted by the exchange rate e.g., hardware, software, and certain operational maintenance and support services.

## **B21 Financial Limitation Total**

The total cost to Canada resulting from Call-ups against the Standing Offer must not exceed the sum of \$ [insert \$ amount] (Applicable Taxes excluded) unless otherwise authorized in writing by the Standing Offer Authority. The Offeror must not perform any Work or services or supply any articles in response to Call-ups which would cause the total cost to Canada to exceed the said sum, unless an increase is so authorized.

The Offeror must notify the Standing Offer Authority as to the adequacy of this sum when 75 percent of this amount has been committed, or four months before the expiry date of the Standing Offer, whichever comes first. However, if at any time, the Offeror considers that the said sum may be exceeded, the Offeror must promptly notify the Standing Offer Authority.

## **B22 Direct Request by Customer Department**

SACC A9117C (2007-11-30), T1204 - Direct Request by Customer Department

Is incorporated into the CBSOS by reference.

## **B23 Taxes - Foreign-based Contractor**

[Use the following clause in Standing Offers when an Offer may be received from a foreign-based contractor.]

SACC C2000C (insert date), Taxes - Foreign-based Contractor

Is incorporated into the CBSOS by reference.



## **B24 Certifications of Compliance**

Compliance with the Certifications provided by the Offeror is a condition of authorization of the Standing Offer and subject to verification by Canada during the entire period of the Standing Offer and of any resulting Contract that would continue beyond the period of the Standing Offer. In the event that the Offeror does not comply with any certification or that it is determined that any certification made by the Offeror in its Offer is untrue, whether made knowingly or unknowingly, the Standing Offer Authority has the right to terminate any resulting Contract for default and set aside the Standing Offer.

## **B25 Applicable Laws**

The Offeror must be interpreted and governed, and the relations between the parties determined, by the laws in force in \_\_\_\_\_. (Note to Offerors: this information will be completed at Standing Offer award.)

## **B26 Foreign Nationals**

[Use the following clause in Standing Offers for goods and services with a Canadian Offeror where there could be a need for the Offeror to hire foreign nationals (i.e., non-Canadians or non-permanent residents) to work in Canada.]

SACC A2000C (insert date) Foreign Nationals (Canadian Contractor)

Is incorporated into the CBSOS by reference.

Or

[Use the following clause in Standing Offers for goods and services with a foreign Offeror where there could be a need for the Offeror to hire foreign nationals (i.e., non-Canadians or non-permanent residents) to work in Canada.]

SACC A2001C (insert date) Foreign Nationals (Foreign Contractor)

Is incorporated into the CBSOS by reference.

## **B27 Insurance – No Specific Requirement**

The Offeror is responsible for deciding if insurance coverage is necessary to fulfill its obligation under the Standing Offer and to ensure compliance with any applicable law. Any insurance acquired or maintained by the Offeror is at its own expense and for its own benefit and protection. It does not release the Offeror from or reduce its liability under the Standing Offer.

## **B28 Limitation of Liability - Information Management/Information Technology**

(a) This section applies despite any other provision of the resulting Contract and replaces the section of the SACC 2035 (2020-05-28), General Conditions - Higher Complexity - Services, section 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 resulting Contract, except as described in this section and in any section of the resulting 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 resulting Contract that relate to:

(A) any infringement of intellectual property rights to the extent the Contractor breaches the section of the SACC 2035 (2020-05-28), General Conditions - Higher Complexity - Services, section *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 resulting 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 any breach of confidentiality under the resulting Contract. Each of the Parties is also liable for all indirect, special or consequential damages in respect of any unauthorized disclosure of the other Party's trade secrets (or trade secrets of a third party provided by one Party to another under the resulting 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 resulting Contract that relate to:

(A) any breach of the warranty obligations under the resulting 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 resulting Contract is terminated 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 resulting 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 \$1,000,000.00.

In any case, the total liability of the Contractor under subparagraph (v) will not exceed the total estimated cost (as defined above) for the resulting Contract or \$1,000,000.00, 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:



i) 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 resulting Contract as set out in a settlement agreement or as finally determined 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.

ii) 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.

iii) The Parties are only liable to one another for damages to third parties to the extent described in this sub-Article (c).

#### **B29 Safeguarding Electronic Media**

(a) Before using them on Canada's equipment or sending them to Canada, the Offeror 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 Offeror 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 Standing Offer, including accidental erasure, the Offeror must immediately replace it at its own expense.

#### **B30 Priority of Documents**

[Select applicable conditions and delete the rest.]

The Parties agree that only the conditions that expressly form part of the Standing Offer, by being written out in full in the Standing Offer or an Attachment or Annex to the Standing Offer, listed in the Priority of Documents section in the Standing Offer, form part of the Standing Offer.

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

- a) the Call-up against the Standing Offer, including any Attachments and Annexes;
- b) the Standing Offer, including any attachments and annexes;



- c) SACC 2005 (2017-06-21), General Conditions - Standing Offers - Goods or Services);
- d) the Offeror's Offer dated \_\_\_\_\_ [insert date of offer], as amended on \_\_\_\_\_ [insert date(s) of amendment(s), if applicable], not including any software publisher license terms and conditions that may be included in the Offer, not including any terms and conditions in the Offer 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 Offer .

(Note to Offerors: a finalized Standing Offer section will be set out in the Final Challenge-Based Standing Offer Solicitation.)



## PART C - RESULTING CONTRACT CLAUSES

### Resulting Contract Clauses

The following clauses and conditions apply to and form part of any Contract resulting from a Call-up against the Standing Offer.

#### **C1 Statement of Challenge**

The Contractor must perform the Work described in the Call-up against the Standing Offer.

#### **C2 Standard Clauses and Conditions**

##### **C2.1 General Conditions**

The following General Condition is incorporated by reference.

SACC 2035 (2020-05-28), General Conditions - Higher Complexity - Services

##### **C2.2 Supplemental General Conditions**

(Note to Offeror: the following Supplemental General Conditions may or may not be incorporated into the resulting Contract. After the Invitation to Refine Wave 2 the final Challenge-Based Standing Offer Solicitation will include the applicable Supplemental General Conditions).

The following Supplemental General Conditions are incorporated by reference.

[Select applicable supplemental General Conditions and delete the others.]

SACC 4001 (insert date), Supplemental General Conditions - Hardware Purchase, Lease and Maintenance

SACC 4002 (insert date), Software Development or Modification Services

SACC 4003 (insert date), Supplemental General Conditions - Licensed Software

SACC 4004 (insert date), Supplemental General Conditions - Maintenance and Support Services for Licensed Software

SACC 4005 (insert date), Telecommunications Services and Products

SACC 4006 (insert date), Supplemental General Conditions - Contractor to Own Intellectual Property Rights in Foreground Information

SACC 4007 (insert date), Supplemental General Conditions - Canada to Own Intellectual Property Rights in Foreground Information

SACC 4008 (insert date), Supplemental General Conditions - Personal Information

SACC A9117C (insert date), T1204 - Direct Request by Customer Department

SACC C2000C (insert date), Taxes - Foreign-based Contractor

##### **C2.2.1 4003 Supplemental General Conditions - Licensed Software**

(a) With respect to the terms and conditions of Supplemental General Conditions 4003 the following applies.



Licensed Software	The Licensed Software, which is defined in 4003, includes all the products offered by the Contractor in its Offer, and any other software required for those products to function in accordance with the Software Documentation and the Specifications, including without limitation all of the following products: (Note to Offeror: this information will be completed at Standing Offer award using information from the Offeror's Offer.)
Type of License being Granted	[insert, User or Device or Entity] License, in accordance with section [insert 04, or 05, or 06] of 4003.
Language of Licensed Software	The Licensed Software must be delivered in [insert English or French or both].
Delivery Location	As specified in Attachment [X] - Statement of Challenge
Media on which Licensed Software must be Delivered	DVD, USB, or Internet link for download (including any file hash code)
Source Code Escrow Required	No

**C2.2.2 4004 Supplemental General Conditions - Maintenance and Support Services for Licensed Software**

(a) The terms and conditions of Supplemental General Conditions 4004 are modified as follows.

WS 2 Call-ups – Deployment: Operational Support and Maintenance Services & On-going Operational Support and Maintenance Services	(Note to Offeror: this information will be completed at Standing Offer award using information from the Offeror's Offer.)
Hours for Providing Hot Line Support Services	(Note to Offeror: this information will be completed at Standing Offer award using information from the Offeror's Offer.)
Contractor must keep track of software releases for the purpose of configuration control	(Note to Offeror: this information will be completed at Standing Offer award using information from the Offeror's Offer.)
Contact Information for Accessing the Contractor's Support Services	In accordance with section 05 <i>Support Services</i> of 4004, the Contractor will make its support services available through the following: Toll-free Telephone Access: Toll-free Fax Access: Email Access: (Note to Offeror: this information will be completed at Standing Offer award using information from the Offeror's Offer.)
Website	In accordance with section 05 <i>Support Services</i> 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 and support tools. Despite the Hours for Providing Hot Line 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: (Note to Offeror: this information will be completed at Standing Offer award using information from the Offeror's Offer.)
Language of Support Services	The Support Services must be provided in both French and English, based on the choice of the User requesting support.
Section 07, paragraph 1 of 4004: <i>Canada's Responsibilities</i>	Canada will not maintain, for the software Support Period, a telephone line and Internet access for use in connection with the software support services.

**C3 Term of Contract**

**C3.1 Period of the Contract**

The Work must be completed in accordance with the Call-Up against the Standing Offer.

**C3.2 Delivery Date**

Delivery must be completed in accordance with the Call-up against the Standing Offer.

**C4 Payment**

(Note to Offeror: the following Basis of Payment(s) may or may not be incorporated into the resulting Contract. After the Invitation to Refine Waves 1 & 2 the final Challenge-Based Standing Offer Solicitation will include the applicable Basis of Payment(s).

**C4.1 Basis of Payment**

**C4.1.1 Basis of Payment: Firm Price**

➤ **Simulation - Professional Services**

In consideration of the Contractor satisfactorily completing all of its obligations under the Contract, the Contractor will be paid the firm price; as specified in Attachment [X] - Basis of Payment, of [insert \$ amount] Customs duties are included, and Applicable Taxes are extra.

**C4.1.2 Basis of Payment: Limitation of Expenditure**

Call-ups - Professional Services in support of the following Robotic Process Automation - Solution Work Segments (WS):

- **WS 1 - Proof of Concept**
- **WS 2 - Deployment**
- **WS 3 - Solution Improvements**

In consideration of the Contractor satisfactorily completing all its obligations under the Contract, the Contractor will be paid as specified in Attachment [X] - Basis of Payment, to a limitation of expenditure of \$ [insert \$ amount]. Customs duties are included, and Applicable Taxes are extra.

**C4.2 Method of Payment**



(Note to Offeror: the following Method(s) of Payment may or may not be incorporated into the resulting Contract. After the Invitation to Refine Waves 1 & 2 the final Challenge-Based Standing Offer Solicitation will include the applicable Method(s) of Payment(s).

#### **C4.2.1 Single Payment**

Canada will pay the Contractor upon completion and delivery of the Work, in accordance with Attachment **[X]** - Basis of Payment 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.

#### **C4.2.2 Monthly Payment**

Canada will pay the Contractor monthly for Work performed during the month covered by the invoice, in accordance with Attachment **[X]** - Basis of Payment 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 performed has been accepted by Canada.

#### **C4.2.3 Progress Payments - General**

Canada will make progress payments in accordance with Attachment **[X]** - Basis of Payment, no more than once a month, for cost incurred in the performance of the Work, up to **[insert #]** percent of the amount claimed and approved by Canada if:

- i) an accurate and complete claim for progress payment and any other document required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- ii) the amount claimed is in accordance with the basis of payment;
- iii) the total amount for all progress payments paid by Canada does not exceed **[insert #]** percent of the total amount to be paid under the Contract.

The balance of the amount payable will be paid in accordance with the payment provisions of the Contract upon completion and delivery of the Work if the Work has been accepted by Canada and a final claim for the payment is submitted.

Progress payments are interim payments only. Canada may conduct a government audit and interim time and cost verifications and reserves the rights to adjust the Contract from time to time during the performance of the Work. Any overpayment resulting from progress payments or otherwise must be refunded promptly to Canada.

#### **C4.2.4 Progress Payments - SMEs**



Canada will make progress payments in accordance with Attachment [X] - Basis of Payment, no more than once a month, for cost incurred in the performance of the Work, up to ([insert %] % Committed \$ for SMEs) of the amount claimed and approved by Canada if:

- i. an accurate and complete claim for payment and any other document required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- ii. the amount claimed is in accordance with the Basis of Payment; and
- iii. the total amount for all progress payments paid by Canada does not exceed ([insert %] % Committed \$ for SMEs) of the total amount to be paid under the Contract.

The balance of the amount payable will be paid in accordance with the payment provisions of the Contract upon completion and delivery of the Work if the Work has been accepted by Canada, and payment to SMEs have been made, and a final claim for the payment is submitted.

Payments are interim payments only. Canada may conduct a government audit and interim time and cost verifications and reserves the rights to adjust the Contract from time to time during the performance of the Work. Any overpayment resulting from progress payments or otherwise must be refunded promptly to Canada.

#### **C5 Invoicing Instructions**

The Contractor may submit invoices through the SSC P2P portal.

The Contractor must submit invoices in accordance with the SACC 2035 (2020-05-28), General Conditions - Higher Complexity - Services paragraph entitled *Invoice submission* instructions. The Contractor's invoice must include a separate line item for each element in the Basis of Payment provision of the Contract.

By submitting invoices (other than for any items subject to an advance payment), 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.

Canada will only be required to make payment following receipt of an invoice that satisfies the requirements of this Article.

The Contractor must submit invoices on its own form, which must include:

- the date;
- the Contractor name and address;
- the Destination
- Standing Offer number;
- financial codes, including GST or HST (as applicable) registration number;
- description of the Work
- category(ies) of personnel and number of days worked;
- Firm Per Hourly Rate on which the total dollar amount of the invoice is based;
- the amount invoiced (exclusive of the Goods and Services Tax (GST) or Harmonized Sales Tax (HST) as appropriate) and the amount of GST or HST, as appropriate, shown separately;
- Client Reference Number (CRN);
- Business Number (BN); and



- total value billed to date and the dollar amount remaining in the Contract to date.

The Contractor must send the original invoice to the Technical Authority's paying office [insert applicable Accounts Payable department] and one copy of the invoice to the Standing Offer Authority.

The original and copy of the invoice must be sent to the following location:

(Note to Offerors: this information will be completed at Standing Offer award.)

The Technical Authority's paying office [insert applicable Accounts Payable department] will send the invoices to the Technical Authority for approval and certification; the invoices will be returned to the paying office for all remaining certifications and payment action.

Any invoices where items or group of items cannot be easily identified will be sent back to the Contractor for clarification with no interest or late payment charges applicable to Canada.

If Canada disputes an invoice for any reason, Canada agrees to pay the Contractor the portion of the invoice that is not disputed provided that items not in dispute form separate line items of the invoice and are otherwise due and payable under the Contract. Notwithstanding the foregoing, the terms of the SACC 2035 (2020-05-28), General Conditions - Higher Complexity – Services paragraph entitled *Interest on Overdue Accounts* will not apply to any such invoices until such time that the dispute is resolved at which time the invoice will be deemed as "received" for the purpose of the *Method of Payment* clause of the Contract.

## **C6 Limitation of Expenditure**

Canada's total liability to the Contractor under the Contract must not exceed [insert \$ amount]. Customs duties are included, and Applicable Taxes are extra.

No increase in the total liability of Canada or in the price of the Work resulting from any design changes, modifications or interpretations of the Work, will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been approved, in writing, by the Standing Offer 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 Standing Offer Authority. The Contractor must notify the Standing Offer Authority in writing as to the adequacy of this sum:

when it is 75% committed, or

four months before the contract expiry date, or

as soon as the Contractor considers that the contract funds provided are inadequate for the completion of the Work,

whichever comes first.

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

(Note to Offerors: a finalized Resulting Contract Clauses section will be set out in the Final Challenge-Based Standing Offer Solicitation.)



# Robotic Process Automation - Professional Services

## Attachment 1 - Statement of Challenge

### 1 BACKGROUND

Shared Services Canada is a leader in government Information technology (IT) and aims to facilitate the enablement of digital tools and increase automations for all of government. Canada plans to enable the use of automations for administrative or repetitive business processes across government departments.

Many public servants have not yet been exposed to Robotic Process Automation (RPA). In concurrence with new investments in (RPA) Solutions, Canada needs different types of professional services for RPA, like business consulting, technical development, and IT project management expertise. These services are available, on an as-and-when required basis to support the business case, buy-in, design, development, implementation and management of RPA.

The reader should understand the following overarching theme as they read each work segment (WS):

**The RPA Journey:** This Statement of Challenge outlines nine work segments in a mature environment or organization. For organizations starting their RPA journey, we recommend starting with work segment six, Intelligent Automation Centre of Excellence (IACoE) which includes Governance. As the organization grows and becomes more mature in their RPA journey, other work segments will be used for call-up during RPA growth and expansion.

The professional services will help enable Canada to accelerate the adoption of RPA as part of Canada's digital transformation strategy.

### 2 Scope

The scope of this Standing Offer (SO) is to resolve the solution problem statement and address the related challenges.

### 3 Problem Statement

Canada lacks knowledge, experience and capacity in Robotic Process Automation to automate business processes and other administrative tasks.

The following Challenges are to be addressed with the implementation of professional services in combination with the implementation of RPA technology:

#### **Culture change**

- Buy-in and adoption of process automation at all levels of the departments, from management to end-users
- Constraints with current resources that are consumed with repetitive tasks and Canada's desire to reassign resources to higher, value-added objectives

#### **Knowledge and Experience**



- Lack of knowledge and experience to identify RPA opportunities and solutions
- Lack of understanding of end-to-end processes and articulating the benefits of automation
- Lack of knowledge and resource capacity to build internal expertise
- Lack of capacity for maintenance, updates and ongoing support of implemented RPA Solutions
- Rapidly evolving technology that requires specialized skills

### Organizational Environment

- Great deal of paper-based or legacy processes
- Many convoluted policies and procedures that RPA needs to work within
- Outdated and inflexible legacy systems
- The cyclical peaks in demand for services from Canadians (i.e. Taxes or Social Benefits)
- Multiple data sources that we need to extract data from

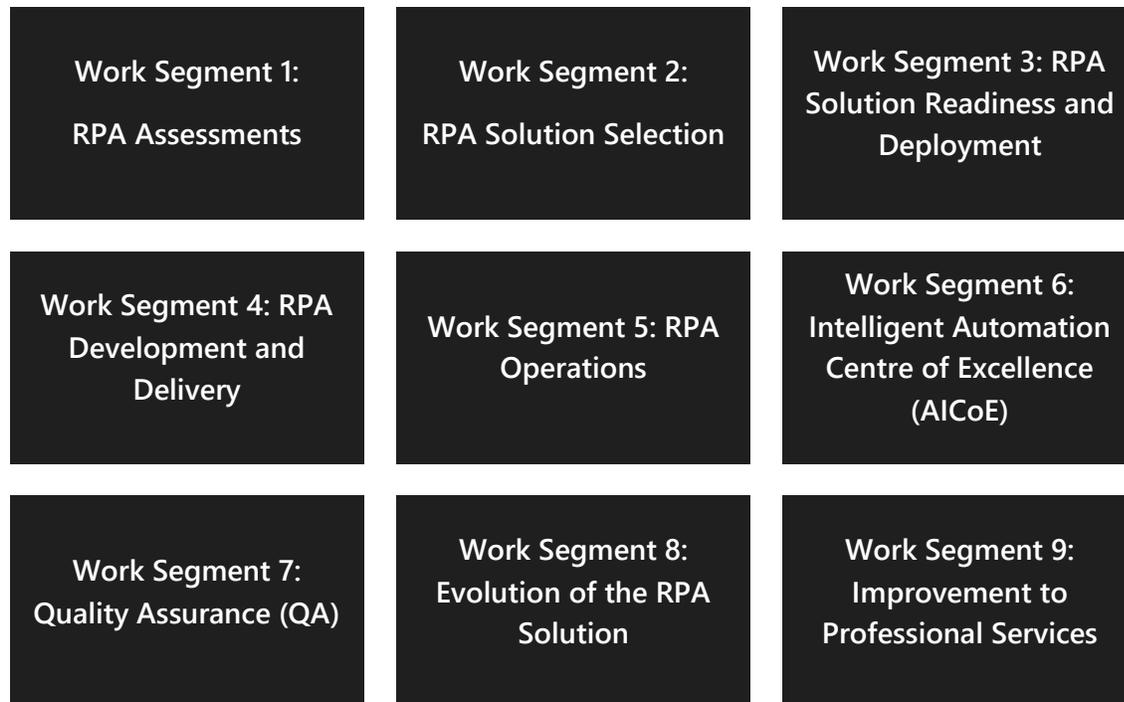
## 4 PROCESS

This SO is one of multiple SOs executed concurrently by various Offerors. The Work Segments outlined below will be actioned in accordance with the call-up process described in the SO. The numbering of the work segments does not indicate progressive awards, but simply denotes the different work segments that can be called-up.

This SO includes three types of call-ups:

- **Outcomes-based:** the Client will determine the work segments to include, in whole or in part, from the list outlined below. The work segments described below are generic and for the purpose of providing some examples to the Offeror of the work to be completed in each work segment. The details on the tasks, responsibilities and deliverables will be defined by the resulting call-up.
- **Category-based:** the Client will determine the resource categories and the tasks from the list provided in Section 6 based on their requirements. The details on the tasks, responsibilities and deliverables will be defined by the resulting call-up.
- **Needs-based:** the Client will determine the mix of work segments, ad hoc automation expertise and tasks, and resource categories based on their requirements. The details on the tasks, responsibilities and deliverables will be defined by the resulting call-up.

This SO is part of an evolving procurement ecosystem. It is expected that new work segments and categories will be added over time as RPA evolves.



## 5 Location of Work & Duration

The location and duration of the work for each work segment will be identified in the call-up.

## 6 Work Segments

### 7 Work Segment 1 – RPA Assessments

This section outlines the Offeror’s obligation under WS1 - RPA Assessments.

### 8 Roles and Responsibilities

Canada has listed three types of assessments and key activities that may be required as part of a Work Segment 1 call-up. As identified in the call up, the Offeror must undertake some or all of the following activities.

#### 9 *RPA Maturity Assessment*

The Offeror must provide professional services to conduct an RPA Maturity Assessment at various points in a department’s RPA journey (also referred to as an environmental scan) focused on the Enterprise or the organization as whole. The Offeror will be responsible for assessing the organization’s internal capacity with the external environment or demands placed on the organization. Activities may include, but are not limited to:

- Conduct an enterprise/macro level assessment
- Define processes and measures
- Develop an automation vision, strategy and priorities
- Assess the organisational design and structure



- Identify and assess urgent or specific business needs
- Assess the human resource capacity: skills and knowledge
- Provide recommendations and a roadmap based on the RPA maturity of the organization to improve RPA outcomes

#### 10 *RPA Opportunity Assessment*

The Offeror must provide professional services to conduct an RPA opportunity assessment to identify potential business processes ready for automation or identify new automation projects. As specified in the call-up, elements of this assessment may include, and are not limited to:

- breakdown the business processes and document the steps involved
- measure and report on metrics for each process
- evaluate the business processes based on the following characteristics, at minimum:
  - maturity and stability
  - rules-based
  - high(er) volume of transactions for a given process
  - low exception / few unique scenarios in the process
  - standardized processes
  - manual and repetitive
- breakdown of required human resources to further the project development

#### 11 *Process Improvement Assessment*

The Offeror must provide professional services to conduct process improvement assessments to improve manual processes and enhance existing automated business processes and associate manual business processes. It can also help identify how Canada can improve the existing business process – making it more efficient and accurate than the current process. As specified in the call-up, elements of this assessment may include, and are not limited to:

- learn and gain better understanding of existing processes, define the as-is process and plan for improvements to determine:
  - if there is room for improvements; and
  - if the existing process should be re-engineered or optimized.
- discover new steps that can be automated or partially automated
- rank existing processes for future RPA automations with subject matter experts based on cost, time, complexity and the characteristics outlined in 3.1.2.2
- streamline processes for simplification
- convert manual inputs and paper-based artifacts into digital format
- improve efficiency and effectiveness

#### 12 *Deliverables*

As identified in the call-up, the Offeror must develop the following deliverables:

- **Maturity assessment report** with recommendations on maturity improvement, which may include:
  - Organizational value proposition
  - Return on Investment (ROI)
  - Business value analysis



- Options analysis
- Business case for automation
- Usability, value, and risk assessment
- Organizational chart
- Estimate of level of effort required by Canada to support the recommendations
- Costing/financial analysis
- Presentation (MS PowerPoint or report) to decision makers for approval and next steps
- **Opportunity assessment report** with recommendations, which may include:
  - Proof of value
  - Return on Investment
  - Business value analysis
  - Preliminary options analysis (POA)
  - Business case for automation
  - Usability, value, and risk assessment
  - Success metrics
  - Estimate of level of effort required by Canada to support the recommendations
  - Costing/financial analysis
  - Presentation (MS PowerPoint or report) to decision makers for approval and/or next steps
- **Process improvement assessment report** with recommendations, which may include:
  - Proof of value
  - Ranking analysis with ROI, business value analysis, and options analysis
  - Process design maps – as-is and re-engineered
  - Usability, value, and risk assessment
  - Success metrics
  - Preliminary options analysis (POA)
  - Estimate of level of effort required by Canada to support the recommendations
  - Costing/financial analysis
  - Presentation (MS PowerPoint or report) to decision makers for approval and/or next steps
- Requirements studies
- Business context models such as Business Use Case (BUC) Models
- Communication material such as plans, presentations and consultation documentation



### 13 Work Segment 2 – RPA Solution Selection (Proof of Concept Support)

This section outlines the Offeror’s obligation under WS2 – RPA Solution Selection.

### 14 Roles and Responsibilities

Canada has listed two expected outcomes for WS2 – RPA Solution Selection, which may include professional services to deliver a Proof of Concept (PoC). As identified in the call up, the Offeror must undertake some or all of the following activities.

### 15 Process Analysis

The Offeror must provide professional services to conduct a process analysis. This work may leverage the deliverables from WS1 in order to determine which solution meets the business requirements.

Activities may include, but are not limited to:

- Review assessment deliverables from WS1
- Review and confirm that the AS IS process documentation is complete and address errors, omissions or gaps if any are identified
- Evaluate and identify the intricacies and challenges for automating the process
- Validate that the automation aligns with existing process and plan for future process improvement
- Define the scope of the PoC to demonstrate the feasibility of a solution to address the requirements identified in the assessment report

### 16 Solution Selection Recommendation

The Offeror must provide professional services to recommend RPA solutions that meet the business requirements identified in the call-up. As identified in the call-up, the Offeror must undertake some or all of the following activities and may not be limited to:

#### • Plan, Develop and Deliver a Solution Proof of Concept

- work with the Client project team (SMEs, IT, Security) to gain a deeper understanding of the business requirements, the IT environment, and security considerations
- assess the process to be automated (the assessment may have been a deliverable from WS1 or completed by the department)
- present the analysis of the process assessment
- create the Process Design Document (PDD) and seek sign-off
- set PoC scope and expectations
- set the PoC evaluation criteria
- recommend the RPA Solution(s) to proceed to PoC
- design the PoC, including the development of the:
  - high level solution (Solution Design Document (SDD))
  - detailed automation solution
  - test cases
  - run book
- coordinate the participation of the right representation for the PoC, such as decision-makers, developers, subject matter experts or domain experts and other stakeholders
- communicate with Solution vendors on the PoC process and logistics
- work with the Solution vendors and the Client project team to run the demonstration, including:



- perform a technology check with the participants prior to the PoC demonstration to ensure stable connection
    - validate, test and run the automated processes
    - show the start and stop of the automation
    - provide technical insights on the automation or workflow steps aligned to the given business process
    - demonstrate how the Solutions address the organization's requirements, pain points and bottlenecks
    - answer Client questions
  - brief, report and present on the outcomes of the PoC and how the Solution addresses the following questions, for example:
    - did the Solution meet the success criteria?
    - what is the cost and effort required to move to production?
    - what is the cost to scaling-up the platform?
    - do we automate more processes or build CoE?
    - what expertise is required to implement?
    - what are the projected investment and requirements?
- **Develop Best Fit Solution selection based on criteria.** Assessment activities may include, and are not limited to:
    - assess ease of use - no code/low code for developing automations using the integrated development environment (IDE)
    - review the advantageous features for a given solution and determine how they satisfy the business process requirements – needs analysis
    - review the costing of the solution components
    - assess the environment and deployment options for solution best fit
    - review available solution support options
    - determine the advantageous features for future development of other enterprise business processes that will be automated
    - evaluate the solution options for reusability such as a marketplace or sharing source code or workflows with other developers
    - review partnership and stakeholder considerations
    - assess the solution evolution considerations such as the solution provider's commitment to enhance or improve the product
    - evaluate the solution's compliance with the accessibility requirements to determine the level of adherence towards the most recent Accessibility Standard (EN 301 549)
    - evaluate the solution's capability to enable end-users to work in the official language of their choice



## 17 Deliverables

As identified in the call up, the Offeror must develop the following deliverables:

- Solution selection criteria
- infrastructure and license requirements
- architecture variance document
- consultation documentation
- business user model

Proof of Concept related deliverables:

- a functioning PoC which meets the defined requirements
- recommendations and improvements for the POC output
- propose a solution design
- requirements studies
- use cases
- test plans and scripts
- conceptual system design (CSD)
- technical design document (TDD)
- development strategy
- identification of critical success factors document for the PoC
- communication material such as plans, presentations

## 18 Work Segment 3 – RPA Solution Readiness and Deployment

This section outlines the Offeror’s obligation under WS3 – RPA Solution Readiness and Deployment.

## 19 Roles and Responsibilities

The Offeror must provide professional services to deploy the Solution selected by the organization while maintaining security and safe-guarding personal information. There are three types of deployment environments – Software as a Service (SaaS), GC Cloud, and GC On-premise. As identified in the call up, the Offeror must undertake some or all of the following activities.

## 20 Infrastructure

The Offeror must provide professional services to define the infrastructure requirements for a successful deployment, based on the deployment approach selected by Canada (SaaS, GC Cloud or GC On-prem).

Activities may include, and are not limited to:

- define and document the RPA infrastructure requirements: database, application server, robots, additional components, control panel, high availability, integrated development environment (IDE), disaster recovery
- set-up the environment: development (DEV), Test/Pre-Production, Production (PROD)
- deploy the environment within the client’s organization in accordance with the Vendor’s recommendations for optimal use of the Solution



- support the continuous improvement and monitoring of core infrastructure components supporting the RPA solution deployment within the organization such as reviewing logs and reports

## 21 Security

The Offeror must provide professional services to advise Canada on how to satisfy the many Government of Canada security requirements. Activities will include, and are not limited to:

- Develop documentation of the security controls
- Undertake the [Security Assessment and Authorization \(SA&A\) Process](#) to obtain authorization (i.e. Authority to Operate–ATO).

## 22 Privacy

The Offeror must provide professional services to advise Canada on how to satisfy the many Government of Canada privacy requirements. Activities will include, and are not limited to:

- Develop documentation on the safeguarding of personal information.
- Verify and make recommendations to confirm adequate controls that adhere to the “[Need-To-Know](#)” principal. This may include establishing RBAC, access policies, tenants, passcodes and other access controls to information.

## 23 Deliverables

As identified in the call up, the Offeror must develop the following deliverables:

- security clearances
- Privacy Impact Assessment (PIA)
- Solution Design Document (SDD)
- infrastructure and license requirements
- Authority to Operate (ATO)
- RBAC matrixes
- architecture variance document
- Conceptual System Design (CSD)
- Technical Design Document (TDD)
- consultation documentation
- initial project plans (IPP) technical content
- documentation according to best practices, standards and methodologies
- development of technical documentation and procedures.



## 24 Work Segment 4 – RPA Development and Delivery

This section outlines the Offeror’s obligation under WS 4 – RPA Development and Delivery<sup>1</sup>.

## 25 Roles and Responsibilities

The Offeror must provide professional services to develop and implement an RPA specific development lifecycle management methodology using Agile applied to automation development relevant to the Government of Canada. As identified in the call up, the Offeror must undertake some or all of the following activities, outlined in the RPA Delivery lifecycle, illustrated in Figure 1.

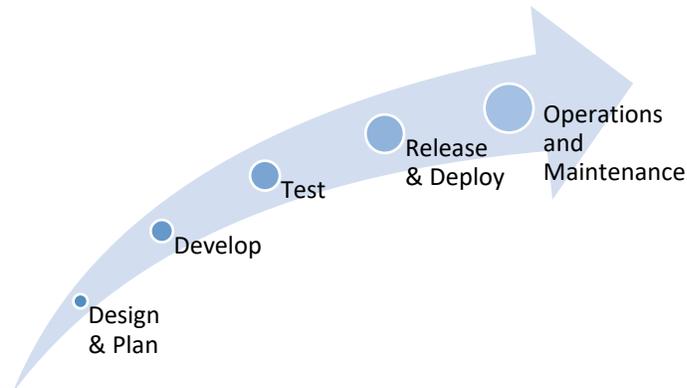


Figure 1: RPA Delivery Lifecycle

### A. Design & Plan

- Facilitate deep dive sessions on the given business process and define the scope of automation
- Establish targets, goals and objectives with agile methodology
- Define human resource requirements (Business Analysts, Subject Matter Experts)
- Design and plan the macro-level architecture for the automation
- Design and define the user interface, system interfaces, network requirements and methods for persistent storage (i.e. databases) if necessary
- Obtain approval from stakeholders on the plan and obtain security and IT signoff
- Prepare for development, quality control (QC) and production environments
- Design, develop and verify Accessibility requirements (EN 301 549) and Official Languages requirements are satisfied during the development of the automation or workflows and its components that interact with end-users.

### B. Develop

- Leverage source code management tools if necessary (i.e., GCode, GitHub, TFS)
- Build Automation process according to the design and plan
- Follow coding languages best practices
- Manage change requests

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<sup>1</sup> This Work Segment, together with Work Segment 5 RPA Operations, is referred to as DevOps. (Wikipedia). This solicitation has separated these two work segments based on the needs of Canada to clearly define each unique work segment. The RPA Delivery lifecycle is similar to the well-known, generic software development methodology known as ‘the Software Development Lifecycle (SDLC)’ but Canada is seeking a methodology more specific to RPA.



- Create test plan and test data for QA and User Acceptance Testing (UAT) in the next stage
  - Validate PDD and other documents for improvements and accuracy
  - Create and prepare the Operational Run book
  - Develop user guide strategies for end-users
- C. Test**
- Obtain testing tools if applicable
  - Engage with employees for UAT or customer expectations
  - Bug fixes and improvements across all components of the automation
  - Complete all test scenarios and simulations
  - Track improvements, UAT results, bugs and patches
  - Mitigate risks by eliminating automation flaws and focusing on user satisfaction
- D. Release and Deploy**
- Move to production
  - Monitor in HyperCare
  - Setup metrics to identify automation insights
  - Consider automatic or manual, push or pull release and deployment methods to end-users for updates, patches and fixes
- E. Operations and Maintenance**
- Schedule releases and pilots
  - Establish Service Level Agreements (SLA) with stakeholders
  - Continuous performance assessments and business impact evaluations
  - Manage Change requests
  - Prepare to leverage log files, telemetry data, reporting dashboards and other sources for operational monitoring

## 26 Deliverables

As identified in the call up, the Offeror must develop the following deliverables:

- Process Design Document (PDD)
- Component or Artifact Design Document
- Solution design document (SDD)
- Software test plan (STP)
- proof of value (POV)
- business cases
- analysis documents
- process evaluation
- requirements studies
- use cases
- test plans and scripts
- business context models such as business use case (BUC) Models
- preliminary options analysis (POA)
- consultation documentation
- initial project plans (IPP) technical content
- development strategy
- context models
- computer code and workflows



- project vision, project charter, project material, terms of reference
- User acceptance testing signoff sheet
- documentation according to best practices, standards and methodologies
- development of technical documentation and procedures
- communication material: plans, presentations

## 27 Work Segment 5 – RPA Operations

This section outlines the Offeror’s obligation under WS5 – RPA Operations.

## 28 Roles and Responsibilities

The Offeror must provide professional services to support the Operations of an RPA Solution deployment. Activities may include, but are not limited to the following:

### A. Day-to-Day Operations

- monitoring of bot execution (e.g., watching the logs, errors, fatal execution errors)
- complete infrastructure, updates, patches, server installation and maintenance on time
- host infrastructure workshops and engage the organization for infrastructure decision-making in terms of solution or environment configurations and settings
- deploy and manage the digital workforce
- implement continuous improvement to increase performance
- allocate resources (network, bandwidth, CPU, licenses)
- conduct advanced reporting (monthly diagnostics) and scheduling for the RPA Enterprise;
- provision new users and role maintenance
- execute routine clean-up of logs and caches
- back-up and archive code
- package the solution and tool for distribution within the organization (i.e. software centre at SSC or department)
- conduct a complete analysis of current environments and recommendations for increasing and optimizing performance
- perform monitoring of query usage and recommend ways to modify tables for increased performance (e.g., adding indices, joining tables, adding foreign keys)
- respond to automation related Access to Information and Privacy requests

### B. Solution and Bot Service Support

- deliver first line of support or assistance (tier 1) for the RPA solution
- deliver additional levels of support or tiers 2 and 3 for more complex cases
- respond to incidents reported by end-users
- monitoring and maintenance of automations
- support ongoing software updates and installation in accordance with Canada’s requirements and the Vendor’s recommendations
- monitor timely, Service Level Agreements (SLA) and available resources (people)
- verify that bots deployed in production follow standards and best practices



- design, develop and verify that Accessibility (EN 301 549) and Official Languages requirements are satisfied for the automation or workflows and its components that interact with end-users
- respond and communicate using the General Delivery (GD) Inbox for the Ops Team from client inquiries
- schedule maintenance and planned outage
- prioritize Bot service support or repair for Programs or Services delivered to Canadians

## 29 Deliverables

As identified in the call-up, the Offeror must develop the following deliverables:

- requirements studies
- architecture variance document
- options analysis
- end-user guides and reference material
- consultation documentation
- documentation of standards and methodologies
- technical documentation and procedures
- Standard Operating Procedures (SOP) for client support, tiers 1, 2 and 3
- assessments and performance indicators
- tracking sheets, dashboards, reports

## 30 Work Segment 6 – Intelligent Automation Centre of Excellence (IACoE)

This section outlines the Offeror's obligation under WS6 – IA Centre of Excellence.

## 31 Roles and Responsibilities

The Offeror must provide professional services to develop an RPA Operating Model. This operating model will serve as a blueprint and will operationalize the IACoE. As identified in the call up, the Offeror must undertake some or all of the following activities outlined in the IACoE Model, illustrated in Figure 2.



Figure 2: IACoE Model

- **Governance:** this defines the value proposition and how the IACoE functions internally and within the department. Activities may include:
  - Define value proposition of the IACoE for the department and GC
  - Validate the purpose statement with senior executives
  - Establish the policies, procedures, and standards
  - Meet audit, regulatory, information security and compliance requirements that includes:
    - components of IT infrastructure
    - support services
    - code management
    - incident management
    - maintenance, management of robots implementation
  - Establish terms of reference with clearly defined authorities in the approval process
  - Define roles and responsibilities
  - Define key metrics and measures of success for the IACoE; includes instructions and analysis of when they are used and assessed (e.g. performance indicators, milestones and deliverables)
  - Develop best fit IACoE governance model for the department (federated, centralized, or hybrid)
  - Define a framework to evaluate automation opportunities
  - Recommend a strategy for GC employees to develop the remainder of the required documentation
  - Provide and adapt industry best practices, guidelines and templates
  - Develop the automation strategy and scope for the automation implementation, including the value proposition



- Design, develop and verify that Accessibility (EN 301 549) and Official Languages requirements are satisfied for the automation or workflows and its components that interact with end-users
  - Identify different infrastructure models: setup / high availability
  - Identify different support models based on the needs of different business processes such as pre-defined SLAs and volume of transactions
  - Define level and type of support services including SLA and identify IACoE standards for service
  - Develop a backup and recovery plan
  - Develop plans for how the organization can be scaled including prioritizing automations, building pipelines, and expanding the team
  - Design, facilitate and report on various workshops
- **Technology:** RPA solution that helps the IACoE fulfill its identified value proposition. Activities may include:
    - Analyze each technological solution pros and cons with a recommendation for the best tools that align with IACoE purpose; including identification of basic and needed capabilities based on business problems
    - Provide Software Development Life Cycle (SDLC) methodology
    - Develop a prioritization methodology to assess technologies: servers, network, database, control panel, run time environments, IDE
    - Define the business infrastructure requirements that conform with technology audit, regulatory, information security, and compliance policies
    - ⊖ Develop standard operating procedures and standard metrics for bot functioning and reporting
    - Provide a template for PROD readiness and deployment checklist
    - Develop standard operating procedures for software maintenance and support
    - Define an approach to integrate RPA into ITSM (Information Technology Service Management)
    - Develop Scalability and High Availability plans and roadmap
    - Provide guidance on an organizational code repository like GCode, GitHub, SVN, Azure DevOps
    - Promote workflow code reusability including other sources like internal and external marketplace
  - **Process:** This describes the internal IACoE operations; including, interactions within the department. Activities may include:
    - Develop processes for the complete automation lifecycle over a defined timeline;
    - Establish intake, onboarding, iteration, evaluation, and off-boarding processes for business problems
    - Provide IACoE guidelines for deploying bots into production
    - Provide a framework and plan to instruct IACoE members on process evaluation and process improvement activities
    - Conduct process evaluation



- Conduct process improvement
  - Analyze business process (time, cost, people) within the IACoE (understand logistics and cost analysis)
  - Identify gaps and make recommendations for new processes or adaptations
  - Refine and document process changes and improvements using best practices, standards and methodologies
  - Develop and adapt practices and templates to meet the needs of the GC department
  - Develop a repeatable methodology to manage code based on best practices;
- **People:** This identifies the roles and positions needed to fulfill the value proposition of the IACoE. Activities may include:
    - Establish internal IACoE governance and provide an organization structure for internal IACoE operation
    - Define IACoE roles and accountability model for the roles (e.g. RACI chart for current and new job descriptions)
    - Assess and identify current roles based on the governance model
    - Identify gaps and make recommendations for roles needed
    - Implement the new structure, provide ongoing updates on impact and roles filled, and assess the impact of resourcing gaps in the IACoE
    - Develop knowledge transfer and training programs (e.g. courses and workshops) for employees
- **Organizational Change Management:** This activity identifies, promotes and reports on the people, process, and organizational culture change throughout the automation implementation lifecycle. Activities may include:
    - Define the value proposition for executive sponsorship and recommend approaches to foster buy-in
    - Recommend and develop an assessment to evaluate the impact of automation on people, process and organizational design
    - Provide guidance and define the departmental approach to achieve in-house expertise on automation
    - Define and communicate the purpose and impact of automation to employees:
      - Change impact defined and understood
      - Identify change management framework
      - Define a change management approach
      - Provide a strategic approach and change management plan
      - Demonstrate and articulate the RPA discipline to less experienced employees
      - Manage resistance throughout automation introduction and lifecycle
      - Describe change in job descriptions
    - Execute the change management plan
    - Share RPA change management best practices
    - Assess the progress on the implementation of the change management plan (e.g. identify degree of progress, what was successful and what needs work)



## 32 Deliverables

As identified in the call up, the Offeror must develop the following deliverables:

- Governance Framework including IACoE model with rationale
- RPA Agile Factory model including a framework for establishing, reviewing and updating processes
- Standardized processes and best practices for software maintenance and support, workflow releases, Software Development Life Cycle (SDLC) methodology, template for PROD readiness and deployment checklist
- Internal IACoE organizational design and chart
  - Organizational structure, human resources accountability and responsibility charts with resource allocations and levels
  - Responsible, Accountable, Consult, and Inform (RACI) chart for the organizational structure proposed
  - Learning plan for IACoE members; including training programs focused on technical skill development
- Process Assessment Framework, including:
  - initial project plans (IPP) technical content
  - Process Design Document (PDD)
  - Solution Design Document (SDD)
  - Process Assessment Tool (PAT)
- Automation Lifecycle Framework
- Organizational change management documentation:
  - Change management strategy
  - Change management plan
  - Supporting communications plan and end-user adoption plan
  - Performance Measurement framework and reporting tools
  - consultation documentation (includes communication material, plans, presentations)

## 33 Work Segment 7 – Quality Assurance (QA)

This section outlines the Offeror’s obligation under WS7 – Quality Assurance.

## 34 Roles and Responsibilities

The Offeror must provide professional services to develop and implement a Quality Assurance methodology. As identified in the call up, the Offeror must undertake some or all of the following activities:

- Develop and adapt QA methodology to meet current GC departmental standards including portability and sustainability assessments of current automations
- Review business requirements and develop appropriate Test Plans, Test Suites and Test Cases
- Create, modify, and maintain unit tests
- Conduct tests and collaborate with Developers to improve user experience and optimize RPA functionality



- Test programming logic for bugs in accordance with best practices
- Design, develop and verify Accessibility requirements (EN 301 549) and Official Languages requirements are satisfied during the development of the automation or workflows and its components that interact with end-user

### 35 Deliverables

As identified in the call up, the Offeror must develop the following deliverables:

- Test Strategy and coverage framework including documentation of best practices, standards and methodologies
- Solution Test Plan (STP)
- Test case and data template
- Effort estimation, test Protocols and defect report templates
- Requirement Traceability Matrix (RTM)
- Change request template
- Incident report template
- Release notes templates

### 36 Work Segment 8 – Evolution of the RPA Solution

Moving from Robotic Process Automation (RPA) to Hyper-Automation or Intelligent Automation (IA) will be the evolution of Canada’s RPA journey. This may include evolutions in Artificial Intelligence, Machine Learning (ML), Natural Language Processing (NLP) or Generation (NLG), Optical Character (or Word) Recognition (OCR), Computer Vision.

Canada may exercise a Work Segment 8 call-up to evolve the RPA Solution.

### 37 Identification of Improvements

Canada encourages the Offeror to identify and propose professional services to evolve the RPA Solution into hyper-automation by leveraging lessons learned, continuous improvements, evolution and innovations in process automation that are not covered under the current Contract but could improve the problem and challenges resolution. To identify an improvement, the Offeror must:

- Describe the proposed improvements and additional requirements.
- Assess and demonstrate the benefits of the proposed improvements and explain how it would contribute to resolve the challenges identified.
- Substantiate the value for money in accordance with the terms of this contract.



### 38 Contract amendment to include the accepted improvements

If the value for money and benefit to the problem resolution is demonstrated, Canada may exercise Option 4 and modify the contract accordingly.

### 39 Work Segment 9 – Improvement to Professional Services

Canada may exercise a Work Segment 9 call-up for improvements to professional services.

#### 40 Identification of Improvements

Canada encourages the Offeror to identify and propose improvements to the Professional Services streams and resource categories by leveraging lessons learned, continuous improvements, evolution and innovations in professional services that are not covered under the current Contract but could improve the problem and challenges resolution. To identify an improvement, the Offeror must:

- Describe the proposed improvements and additional requirements.
- Demonstrate the benefits of the proposed improvements and explain how it would contribute to resolve the challenges identified.
- Substantiate the value for money in accordance with the terms of this contract.

### 41 Contract amendment to include the accepted improvements

If the value for many and benefit to the problem resolution is demonstrated, Canada may exercise Option 4 and modify the contract accordingly.

### 42 Resource Categories and Tasks

Canada may raise a call-up for any of the following professional services categories.

We have created a list of titles or professional services categories that are useful for each work segment.

- Automation Business Architect
- Solution / Technical Architect
- RPA Developer
- Project Manager
- RPA Trainer
- Production Support
- Support Engineers
- QA Engineer
- Business Analyst



## 43 Categories and Levels

Category	Level	Tasks
<b>Automation Business Architect</b>	Inter-mediate	<ul style="list-style-type: none"> <li>• Analyze business processes.</li> <li>• Identify automation opportunities.</li> <li>• Define RPA value proposition.</li> <li>• Reengineer processes to improve automation potential and recommend RPA approach/strategy.</li> <li>• Develop detailed As-Is process descriptions.</li> <li>• Develop detailed “To Be” automated process description.</li> <li>• Develop Process Description Documents (PDDs).</li> <li>• Identify, document and communicate opportunities for automation through collaboration with clients and internal management.</li> <li>• Develop RPA client architecture and solution proposal focusing on scalability and extensibility.</li> <li>• Develop high-level project plans for implementation projects.</li> <li>• Provides continuous updates to RPA stakeholders and Project Manager during project delivery.</li> </ul>
	Senior	<p>In addition to the tasks under intermediate, the Senior Automation Business Architect must be able to:</p> <ul style="list-style-type: none"> <li>• liaise with the business and technology clients to facilitate the development of the business requirements into RPA solutions.</li> <li>• organize and facilitate RPA requirements gathering sessions with stakeholders, team members, and end users.</li> <li>• conduct high level process assessments and identify process automation opportunities in a Process Description Document (PDD).</li> <li>• facilitate process mapping and process optimization workshops with process users to document the AS IS processes and to identify process automation opportunities.</li> <li>• present process assessment findings, workshop findings and recommendations for senior management briefings and slide presentations.</li> <li>• conduct return on investment analysis on the identified processes to automate to support decision making and prioritization.</li> <li>• perform business analyses of functional requirements to identify information, procedures, decision flows and develop communication documentation.</li> <li>• develop and document statements of requirements to support the design and implementation of RPA.</li> <li>• evaluate existing procedures and methods, identify and document database content, structure, application subsystems.</li> <li>• define acceptance test criteria with the client.</li> <li>• define the user acceptance testing process with the developer and business owners.</li> <li>• recommend the use of various departmental UAT methodologies.</li> <li>• establish acceptance test criteria with client.</li> <li>• coordinate UAT with developer and business owners.</li> <li>• assess how BOTs are performing against metrics and indicators.</li> <li>• conduct a ROI analysis on the identified processes and prepare recommendations for senior management.</li> <li>• define and document interfaces of manual to automated operations within application subsystems, to external systems, and between new and existing systems.</li> </ul>



Category	Level	Tasks
<b>Solution/ Technical Architect</b>	Senior	<p>The Senior Solution/Technical Architect must be able to:</p> <ul style="list-style-type: none"> <li>• provide expert advice on industry trends to ensure that solution fits with government and industry direction for RPA.</li> <li>• analyze and evaluate technology solution alternatives to meet business problems.</li> <li>• identify the policies and requirements that validate the need for and that support an RPA automation solution.</li> <li>• develop RPA technical architectures, frameworks, and strategies to meet the business and application requirements, at the enterprise level. Enterprise is defined as &gt;5000 users.</li> <li>• develop RPA technical architectures, frameworks, and strategies to meet the business and application requirements, at the application level.</li> <li>• guide the integration of all people, process, and technology aspects of RPA solutions.</li> <li>• perform impact assessments related to automation processes and solutions and document the findings in an Automation Impact Assessment.</li> <li>• lead the development of environmental scans and gap analysis.</li> <li>• provide expert advice on the performance and the reliability of the RPA. solution and make recommendations for improvements.</li> <li>• ensure the application is installed and maintained according vendor recommendations and guidelines.</li> <li>• review application and program design or technical infrastructure design to ensure adherence to standards and to recommend performance improvements.</li> <li>• assist the project managers in the preparation of project documentation: project charters, statements of work, project plans and schedules.</li> <li>• work with the project managers in performing processes that support the project management planning domains such as change control process, issue tracking, risk management and Shared Services Canada gating processes.</li> <li>• develop technical architectures, frameworks and strategies, either for an organization or for a major application area, to meet the business and application requirements.</li> <li>• identify the policies and requirements that drive out a particular solution.</li> <li>• analyze and evaluate alternative technology solutions to meet business problems.</li> <li>• ensures the integration of all aspects of technology solutions.</li> <li>• monitor industry trends to ensure that solutions fit with government and industry directions for technology.</li> <li>• provide information, direction and support for emerging technologies.</li> <li>• perform impact analysis of technology changes.</li> <li>• provide support to applications and/or technical support teams in the proper application of existing infrastructure.</li> <li>• review application and program design or technical infrastructure design to ensure adherence to standards and to recommend performance improvements.</li> </ul>
<b>RPA Developer</b>	Senior	<ul style="list-style-type: none"> <li>• Develop new automation solutions – support requirements gathering, solution design development configuration and testing.</li> <li>• Supports Production operations including incident management and resolve problems with the solution as needed.</li> <li>• Finalize PDD based on feedback, schedule review session, obtain sign-off on the completed PDD document and Business approval to begin configuration.</li> <li>• Finalize SDD based on feedback, schedule review session, obtain sign-off on the completed SDD document and Business approval to begin configuration.</li> <li>• Complete the Technology Readiness Checklist, obtain required test data to configure the process in RPA tool, and provide Technology approval to begin configuration.</li> </ul>



Category	Level	Tasks
		<ul style="list-style-type: none"> <li>• Conduct a Systems Compatibility Assessment to validate the ease of interaction between RPA Tool and in-scope applications.</li> <li>• Modify in-scope process flows and workflows in the RPA DEV environment.</li> <li>• Conduct iterative unit testing of configured process flows to validate functionality. Revise accordingly.</li> <li>• Schedule recurring meetings with the business to validate process logic throughout configuration/development and update the PDD as required.</li> <li>• Record a video demonstration of the automation and schedule a working session to review with the Business and obtain any feedback.</li> <li>• Based on identified functional requirements, develop Solution Test Plan (STP) and procure any test data to validate the configured solution.</li> <li>• Conduct batch processing to test the ability of the Robotic Process Automation to successfully execute real-world transactions and monitor scenarios.</li> <li>• Identify configuration enhancements and update process flows, as required; conduct iterative unit testing of configured process flows to validate their operation.</li> <li>• Develop Production Release Plan (PRP) for transition to Business-As-Usual Operations.</li> <li>• Schedule working session to share outcomes of UAT with the Business, confirm no further adjustments are required, and finalize results .</li> <li>• Re-deploy the updated release package into the Production environment for controlled processing.</li> <li>• Execute HyperCare roll-out, including throttled processing with 4-eyes validation, and distribute daily results to project teams and Business Unit Leads.</li> <li>• Identify any issues requiring re-configuration, execute on-going support processes or re-testing in UAT if required.</li> <li>• Complete required release documentation and obtain sign-off to promote to PROD environment.</li> <li>• Design, develop and verify Accessibility requirements (EN 301 549) and Official Languages requirements are satisfied during the development of the automation or workflows and its components that interact with end-users satisfy.</li> </ul>
<b>Project Manager</b>	Inter-mediate	<ul style="list-style-type: none"> <li>• Plan and oversee the end-to-end delivery of assigned projects.</li> <li>• Define project scope, deliverables and requirements in collaboration with project stakeholders.</li> <li>• Collect initial data using Opportunity Intake Questionnaire, develop project plans and engage with Business SMEs to obtain missing information.</li> <li>• Develop resource and budget requirements, cost estimates, and timelines while identifying project risks, mitigation and contingency plans.</li> <li>• Monitor project delivery against timelines and ensure timely completion.</li> <li>• Oversee the activities of project team members, monitor project task completion and communicate project status to relevant stakeholders.</li> <li>• Ensure projects are delivered on time, within scope, budget and requirements, and complies with all regulatory, environmental and health and safety requirements.</li> <li>• Develop and maintain effective relationships between project stakeholders, resolve issues and manage expectations.</li> </ul>
	Senior	<ul style="list-style-type: none"> <li>• Provide project management oversight over all RPA initiatives and automation pods, and escalate risks and issues to IACoE Director.</li> <li>• Work with various key business stakeholders, e.g., Finance, Change Management, Risk &amp; Compliance, etc. to help effectively plan and deliver RPA.</li> </ul>



Category	Level	Tasks
		<ul style="list-style-type: none"> <li>• Manage team members and activities of the unit comprised of multi-disciplinary teams engaged in the delivery and maintenance of an RPA.</li> <li>• Manage the review of RPA documentation: PDDs, Automation Impact Assessments, process maps and other technical reports.</li> <li>• Prepare project documentation project charters, project plans, project schedules and GANTT charts, project risk registers and project dashboards.</li> <li>• Develop project management documents such as presentation decks and other project presentation material ensuring alignment with the project Business Case and Project Charter.</li> <li>• Manage project documentation in a central repository.</li> <li>• Define participation requirements (e.g., time commitment to complete the Opportunity Intake Questionnaire).</li> <li>• Plan assessment activities and expected timeline.</li> <li>• Supervise the work of the RPA teams in conducting live observations on prioritized processes, validate benefits estimation, and develop the Process Qualification Document (PQD), working with the Business.</li> <li>• Review and sign-off Project Plan, Charter and updated enterprise business case as required.</li> <li>• Schedule review session and obtain sign-off on the completed STP (Solution Test Plan) document and Business approval to commence UAT.</li> </ul>
<b>RPA Trainers</b>	Senior	<ul style="list-style-type: none"> <li>• Develop a training plan and partner with the vendor to deliver RPA training.</li> <li>• Create instructor materials providing lectures, handouts, exercises, and supplementary readings and materials.</li> <li>• Create training based on RPA frameworks and best practices in use.</li> <li>• Measure and report on training participation and success rate.</li> <li>• Share hands-on experience with learners related to identifying processes that are best fit for RPA and automating business processes.</li> <li>• Tailor the training to align with business learning needs.</li> </ul>
<b>Scrum Master</b>		<ul style="list-style-type: none"> <li>• Exhibit Lean-Agile leadership</li> <li>• Support the team rules</li> <li>• Facilitate the team’s progress toward team goals</li> <li>• Lead team efforts in relentless improvement</li> <li>• Facilitate meetings</li> <li>• Support the Product Owner</li> <li>• Eliminate impediments</li> <li>• Promote SAFe quality practices</li> <li>• Build a high-performing team</li> <li>• Protect and communicate</li> <li>• Coordinate with other teams</li> <li>• Facilitate preparation and readiness for ART events</li> <li>• Attend Scrum Master meetings (scrum of scrums)</li> </ul>
<b>QA Engineer</b>		<ul style="list-style-type: none"> <li>• Lead the development of automation script for Web, Desktop, Mobile and API applications.</li> <li>• Initiate and lead testing assessment of assigned projects including identifying other QA stakeholders.</li> <li>• Support design of test strategy, test planning, and test cases development review and approval.</li> <li>• Support automation strategy design and execution for assigned portfolio. This includes UI and API automation.</li> <li>• Manage business requirements, detail design, test case, test result repository, and traceability, including defect lifecycle management.</li> </ul>



Category	Level	Tasks
		<ul style="list-style-type: none"> <li>• Participates in the validation of test cases and working with product owners to ensure results meet business needs.</li> <li>• Properly document and track defects, issues, problems in applicable artifacts. Keep accurate artifacts, approvals in the workflow tracker.</li> <li>• Manage automation development run and maintenance targets.</li> </ul>
<b>Production Support</b>		<ul style="list-style-type: none"> <li>• Provide production support/process monitoring for our bots (digital workers), ensure the bots are running, investigate and troubleshoot issues in the live production environment.</li> <li>• Manage all operational and daily support activities and ensure effective and timely resolution of all issues in compliance with the Service Level Agreement requirements.</li> <li>• Define and establish an automated production monitoring system for bots and infrastructure that integrates with the company’s standard monitoring tools</li> <li>• Troubleshoot production issues and suggest fixes to issues by doing a thorough root cause analysis and impact of the defect.</li> <li>• Maintain and monitor our production and development environments and ensure the stability of the environments. Identify and address potential issues that can occur, and ensure the environments provide the required capacity to scale up and down based on existing volume and future volume based on project pipeline.</li> <li>• Interface and coordinate with various business units for bots deployment in production (code review, deployment) per our automation lifecycle and methodology.</li> <li>• Define and recommend end to end enhancements to existing production support processes and procedures to improve efficiency and support operations that result in a superior end user experience.</li> <li>• Identify and develop targets, metrics and dashboards to measure the quality and effectiveness of our support services to our stakeholders.</li> <li>• Create and implement a patching plan or upgrade plan to address vulnerabilities that may exist in our automation environments.</li> <li>• Proactively manage communications pertaining to the support operations, changes, outages and issues related to applications in a timely and professional manner.</li> <li>• Develop, improve, and maintains departmental processes and documentation, leveraging best practices. Continuously update our production support knowledge base.</li> <li>• Oversee team scheduling, including on call scheduling, to ensure enough coverage and resources are available for providing production support.</li> <li>• Deliver findings and make recommendation for actionable insights to the leadership team to drive change and improvement on complex issues.</li> <li>• Understand system and business changes that may impact our automated processes and manage the changes by working collaboratively with our business partners without disruption to production processes.</li> <li>• Develop and manage effective relationships with multiple stakeholders and business partners.</li> <li>• Apply sound risk management principles, identify, raise and proactively address potential risks related to our automation environments.</li> <li>• Perform regular audit and compliance reviews to ensure compliance to our established standards and processes, policies and procedures.</li> <li>• Provide consulting and support the delivery of automation projects as required.</li> <li>• Contribute to the development of automation services roadmap.</li> </ul>



Category	Level	Tasks
<b>Support Engineers</b>		<ul style="list-style-type: none"> <li>• Troubleshoot the application configuration settings and resolve issues.</li> <li>• Identify issues escalated by L1 to be escalated to L3 or Involve the application team for resolution.</li> <li>• Alert Monitoring, Reporting and Escalations.</li> <li>• Monitor the event, bots, virtual Machine alerts and notify the concerned team and process the requests from the end-users to level 2 and level 3 support engineers.</li> <li>• Monitor the availability of the Database events like DB availability, Instance availability and the space availability of disk drives and file systems.</li> <li>• Monitor the database related activities, respond to calls from the Application support and developments teams.</li> <li>• Monitor the backups, recovery errors, respond to the request regarding the restoration of the DB.</li> <li>• Monitor the metric alerts, performance-related issues like high CPU utilization, Application performance, high Memory utilization, Application tuning and Query tuning.</li> <li>• Monitor, Troubleshoot and fix &amp; integrations between RPA &amp; Managed nodes/echo systems.</li> <li>• End-user Trouble Tickets / Issues.</li> <li>• Resolve End User issues related to Robotics processes escalated by L1. Provide workaround solutions where possible for business continuity.</li> <li>• Document new issue as the knowledge base.</li> <li>• Liaise with the L3 Support team for patches and CRs for production deployment.</li> <li>• Escalation and Interaction with the Incident Management team in case of any platform instability (RPA).</li> <li>• Continuous enrichment of Monitoring to avoid any incidents and gaps.</li> <li>• Provisioning of RPA BOT Machines, Windows Accounts for BOTs, and Identity management for Bots.</li> <li>• Setup and Configurations of RPA solution and related tools (like Ultra VNC, etc.) including Client Applications (such as SAP GUI, etc.) for Process Automations.</li> <li>• Network Connectivity setup with target applications.</li> <li>• Patching and Upgrades of RPA Solution Application Server and related tools.</li> <li>• Quarterly Vulnerabilities Assessment including Vulnerabilities Fixes and Cybersecurity compliance.</li> <li>• Dev, Test &amp; Production BOT Allocations including Optimal Scheduling of Processes.</li> <li>• Create &amp; Maintain scripts needed for Process Monitoring, Logging Dashboards, Run-time resource &amp; License optimization.</li> <li>• Production Releases and Dry runs support.</li> <li>• Provide technical software support, including investigating and qualifying operations bugs, and maintaining accurate documentation.</li> <li>• Provides mentoring and guidance to junior RPA Ops engineers and monitoring team.</li> </ul>
<b>Business Analyst</b>		<ul style="list-style-type: none"> <li>• Develop and document statements of requirements for considered alternatives.</li> <li>• Perform business analyses of functional requirements to identify information, procedures, and decision flows.</li> <li>• Evaluate existing procedures and methods, identify and document items such as database content, structure, application subsystems.</li> <li>• Define and document interfaces of manual to automated operations within application subsystems, to external systems, and between new and existing systems.</li> <li>• Establish acceptance test criteria with client.</li> <li>• Support and use the selected departmental methodologies.</li> </ul>

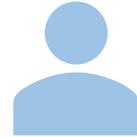




# ANNEXES — Robotic Process Automation – Professional Services

## Attachment 2 - Personas

### Robotics Processing Automation (RPA) – Professional Services



Automation Process Engineer/Developer

**Persona Name: Dave**

#### Demographics:

- SSC and every department will have a process engineer: Eng 2, Eng3; CS2, CS3
- Works with the Business Analyst (BA) and the Automation Architect to clearly understand the business requirements and current process
- Understands the RPA development and the business case. Executes the RPA development based on a solid handle on the business; works with the BA to translate Business requirements and workflows into real code
- Works at the enterprise level to identify uses of automation throughout the department and across departments
- Focused on process automation at the departmental level
- Designs, validates, tests, and runs the automated processes
- Works with end-users to refine and validate process design
- Runs the workflow
- Works with teams to connect to back-end systems
- Needs to fully understand the capabilities of the software to apply it
- Types of flows: attended, unattended – most involved with unattended long processes that have an enterprise scope
- Supports and advises those with less experience with automation. Provides advice and guidance to Citizen Developer

#### Goals

- To accurately automate process
- To understand each requirement and ensure its inclusion in workflow process in the RPA tool
- To minimize exceptions that come up so that processes are more hands off, automated
- Friction-free!
- To be able to access in the tool and reuse as much code or examples as possible through object-oriented approaches, understood frameworks, and libraries
- To reuse and share the work to save time, eliminate duplication of effort
- To build modules that can be reused

#### Challenges

- Lack of knowledge of automation options
- Inability to see what the system is doing behind the scenes
- Concerned about how the automation runs – back end of the process, need to be able to access
- A need for various workarounds if the RPA software does not integrate with other software
- Trying to develop a workflow without affecting production



<p><b>Values</b></p> <ul style="list-style-type: none"> <li>• Ease of use</li> <li>• Compatibility of the RPA software</li> <li>• Automation</li> <li>• Online documentation</li> <li>• Being able to model and code in real time</li> <li>• Being part of a development community, forum to share ideas, get examples</li> <li>• Interactive feedback</li> <li>• Assurance that work will not get lost while building – reliability of the system. If the system goes down, is my work saved?</li> <li>• Version control</li> </ul>	<p><b>Fears</b></p> <ul style="list-style-type: none"> <li>• Losing work and version control issues</li> <li>• The solution won't meet the need of the client, missed the mark</li> <li>• Management expectation that is far beyond the RPA software capability</li> <li>• Not meeting the objectives</li> <li>• Process failures</li> <li>• Not getting good business requirements and user testing failing</li> </ul>
<p><b>Expectations</b></p> <ul style="list-style-type: none"> <li>• Environment will always be there</li> <li>• Software is robust and has a lot of features</li> <li>• Not starting with nothing, vendor brings forward many features to limit manual work</li> <li>• Backend system – expectation that this software will advise us of changes</li> <li>• That all widgets and system upgrades are not consistently and significantly changed every update – learning cycle</li> <li>• Upgrades do not break previous workflows or functionality</li> <li>• The upgrades/changes to the software do not slow down development or impact development now or previous</li> <li>• Works in the language of choice: French and English interface</li> </ul>	<p><b>Measures of Success</b></p> <ol style="list-style-type: none"> <li><b>1) Consistent and available environment</b></li> <li><b>2) Ease of use, reuse of things, quick and easy deployment</b></li> </ol> <ul style="list-style-type: none"> <li>• Speed in which I can develop will increase over time</li> <li>• Complexity of the tool – ease of use</li> <li>• Reuse of existing examples and code (if reusing a lot of code, this is of great value)</li> <li>• Decreasing time to build the workflow over time</li> <li>• Less defects in workflow (as we are building it, debugging and testing, end product has less defects because the environment is intuitive and provides feedback – identification of defects as you are typing)</li> <li>• Acceleration of automation</li> <li>• Growth in number of bots and automated processes being implement</li> <li>• For each development of a bot, would take less time</li> <li>• Ability to build a library</li> <li>• Bot performance, does the process from the tool accelerate the process</li> <li>• If the process developer wishes to use this tool first – its robust enough, confidence it will allow the developer to do what they set out to do</li> <li>• Quality of the software: stability, reliability, a proven solution, track record and tested, resiliency</li> <li>• Does everything the Developer needs it to do</li> <li>• End user embraces the use of tools – adoption of bots</li> <li>• Ability to use RPA to scale quickly and can handle high peaks</li> <li>• Speed to deploying RPA – does the tool allow us to accelerate the delivery of program?</li> <li>• Accepted by the community, deemed as value</li> <li>• Code is being used, ease of deployment into production</li> <li>• Availability: Up time (99%)</li> <li>• Scalability: of the bots, software being able to handle large scale</li> <li>• Ease of use that grow adoption, effectiveness</li> <li>• Access to all the tools, libraries, pre-build environment and work in the same construct every</li> </ul>



	time; tools and libraries always accessible – consistency <ul style="list-style-type: none"> <li>• Can import and export code</li> </ul>
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**Business Process Owner**  
**Persona Name: Jamie**



- Owner of both functions and the processes
- Identify the needs, pressure points in our business, and the best process to look for
- Identify the functions required to deliver a process
- Identify the costs, benefits, and secures funding to automate a process
- A significant part of the role is in managing change at all levels and address issues with end-user buy-in to use attended BOTs and to reduce the fear of end-user of automation and being replaced
- Engages at all levels of the organization form the Executive Level to Front Line
- Managers the complete RPA capability
- Ensure that any automation meets all business requirements such as legislative, security, and audit requirements through testing and ongoing monitoring
- Involved in both the business and the technical aspect of RPA
- Manages the queues; goes into the system to open valve, close valve, manage useable and schedule of BOT in scheduler
- Would like more control to be able to build automated, both attended and unattended, processes themselves without relying on vendor contractors
- Part of the problem in implementation is clearly defined roles and responsibilities and some “turf wars”
- Works with integrated, multifunctional teams with cross representation of stakeholders
- Navigates many layers of governance

**Demographics:**

- FI3-FI4, PM3-PM6

<p><b>Goals</b></p> <ul style="list-style-type: none"> <li>• Increase productivity</li> <li>• Decrease workloads</li> <li>• Increase speed of processing</li> <li>• Timely response of processes to external clients</li> <li>• Addressing the growing demand from various Canadian populations by creating more capacity through automation</li> <li>• Reduce low value and administrative tasks so that employees can focus on value-added tasks requiring judgement</li> <li>• Relieve pressures on the network: process standards, processing</li> <li>• ROI and saving but not the main driver</li> <li>• Incubate new technology and strong use case to be able to incubate the technology instead of just relying on more people</li> </ul>	<p><b>Challenges</b></p> <ul style="list-style-type: none"> <li>• Change management, often employees feel threatened that the tech may replace them</li> <li>• Identifying the processes that would benefit from automation and produce a ROI</li> <li>• Friction with our legacy systems: legal, legislative, auditing aspects</li> <li>• Limitations of existing RPA technology that can meet the GC needs related to audit, legal, security</li> <li>• Deploying at the right time so that we minimize any interruption in operations</li> <li>• Finding resources to help with the tasks related to deployment</li> <li>• Ensuring no interruption of services to Canadians from automation process</li> <li>• BOTs not being used; using attended automation and getting people to use the process is a challenge; less for unattended – why? A mix of</li> </ul>
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	<p>change management, buy-in, changing the actual process and trusting the BOT will do the right thing</p> <ul style="list-style-type: none"> <li>• Loss of control of your computer when using an attended process (think the new versions have Picture in Picture to fix issue so need a solution where the RPA is running in the background)</li> <li>• Attended automation – huge Change Management component</li> </ul>
<p><b>Values</b></p> <ul style="list-style-type: none"> <li>• Consistent, concise, accurate data or responses</li> <li>• Reliability: the process does not fall down all the time</li> <li>• Stable</li> <li>• Quick and easy to implement (time and money)</li> <li>• 3-4 month timeline; not years... for development of new automated processes, bots, solutions</li> <li>• Data integrity, audit trails, compliance to GC legislation and requirements</li> <li>• A solution that meets our audit, security, legal requirements</li> <li>• The feasibility of being able to meet, configure features to meet compliancy (e.g. OAG audit log system generated in non manipulatable format; only certain formats are acceptable)</li> <li>• Having the confidence that the BOT will cover every possible scenario in production, eliminates the element of surprise</li> </ul>	<p><b>Fears</b></p> <ul style="list-style-type: none"> <li>• Fails often, not stable</li> <li>• The performance within the timeframe</li> <li>• Down time and impact</li> <li>• Not catching something in UAT (user acceptance testing)</li> <li>• What happens when a BOT fails in production?</li> <li>• User error causing failures (e.g. misnaming a file)</li> <li>• BOTs not being used</li> <li>• That the process as a whole is not actually shorter in time and effort – shifts the work but net time and effort is same or more</li> <li>• Did I provide the end BOT user with the right access and roles? They have too much access than they need or should have. Role based assignment</li> <li>• When we introduce new tech and add-ons, support drops from vendors in the long term and stuck with the technology and no means to update, maintain</li> <li>• Many processes running concurrently and constant state of bidding and have to change technology, unable to settle with one product</li> <li>• Having many different RPA solutions</li> </ul>
<p><b>Expectations</b></p> <ul style="list-style-type: none"> <li>• That the RPA solution can address all scenarios</li> <li>• Attended processes do not impact the use of the users computer (runs in the background)</li> <li>• Automation nets less effort, less time, less errors</li> <li>• Granular RBAC (role based access)</li> <li>• Be compatible with existing applications, software, systems, tech available to end users and their day to day work</li> <li>• Can bridge the gap to legacy systems (e.g. cloud-based, current – legacy systems we do not want to touch)</li> <li>• Answers the needs of business vs the solution driving the business</li> <li>• Meets the diverse needs across various business lines, departments</li> <li>• Expand to other technologies; that RPA sol is compatible with others or offers a suite of tools to advance in automation</li> </ul>	<p><b>Measures of Success</b></p> <ol style="list-style-type: none"> <li>1. <b>Be able to configure the system to meet the GC needs (e.g. legislation, audit); different levels of needs*****</b></li> <li>2. <b>Compatibility with existing application and interchange between solutions*****</b></li> <li>3. <b>Actually improving processes that are in place: reduction in time; adds-value **</b></li> <li>4. Scalability based on business demands</li> <li>5. Training material for end users: comprehensive, useable, complete</li> <li>6. Successful prototype: all requirements met from process owner SoW (Statement of Work)</li> <li>7. Price</li> </ol>



## Service Support Officer

**Name:** Crimsone

**Age:** 45

**Personal Values:**

- The rush of solving problems!
- Trouble shooting!



### Typical Scenario as a Service Support Officer

What's the Job:

- Job is to keep the system running.
- Consistently monitoring – monitoring all the levels of the structure; looking directly at the control panel of the automation program to determine what is happening.
- It is all about the health of the service. Setting up the service operation model. Having robust trouble shooting guides; ability to call the necessary resources and have access to support as appropriate be they the BM, network, engineer, or software vendor.

Dealing with Issues:

- Approach all issues with same intensity until we can categorize them...triage issues
- The concept is to keep TOIL (Time Loss) low while figuring out what the issue is, what to do.
- There are levels of priority responses: some are quite time sensitive, others less. However, all are important because if the system does not do it, then a human must.

Communications with Key Players:

- Use video ticketing systems; TEAMS.
- Engage with SS Team (e.g. program consultant, back up and tracking of maintenance issues, log, resolution; participate in daily scrums); colleagues on the team; the IETB team (developers to identify the solution)
- From an operational perspective we have weekly or biweekly meetings with infrastructure development team; we produce and provide to superiors and clients weekly status reports on the health of the system, incidents, root cause analyses, automated reports, statistics on transactions, escalations and to whom – e.g. vendor, engineers, etc.
- Such information serves for operational management and to justify resourcing needs.

Crisis Day:

- Code debugging, looking at automated processes to see where a problem is occurring.
- Going through log files to pinpoint an issue. Can be time-consuming as we need to find what is actually causing the problem. A detailed log-file is great, but a search function is helpful.



## POSITIONING RPA for SS

1. As a citizen developer:
  - Create processes that will automate tasks that will collect and centralize pertinent logs, without having to run new queries; automating the creation of an incident ticket that might be related to the problem; it depends on the person’s day-to-day activities and what they would find redundant and wish to automate.
2. To support this system as a platform that provides services to others:
  - Developing the support model – which is critical for the citizen developer – e.g., we don’t want them to call 2nd or 3rd level....we need a call center to filter that. The SS is looking at the eco-system, not each job.
  - What will require the attention of the SS? Demand on the system, capacity, processing, scheduling; risk of citizen-developed applications can create downstream impacts on SS; the SS team and the Infrastructure Development teams would be monitoring citizen development – for cautions, offline – which could impact the larger business system.

<p><b>Goals</b></p> <ul style="list-style-type: none"> <li>• To keep the system online</li> <li>• Function as planned</li> <li>• Proactive monitoring and management</li> <li>• Minimize # of incidents</li> <li>• Mean time to resolution (MTTR)</li> <li>• Mean time to service recovery</li> <li>• To remain largely identical, as part of your service model</li> </ul>	<p><b>Challenges</b></p> <ul style="list-style-type: none"> <li>• The dependency on others affects our ability to recover a system</li> <li>• From a services support lens, we need to have an understanding of the entire software platform – and understand at a deep level - how it works in order to troubleshoot</li> <li>• Support operational training stream on the software – to be able to go “under the hood”</li> <li>• Dependent on the install features</li> <li>• The outsourcer might not be able to identify the issues, so the SSO requires the ability to enter and investigate</li> <li>• The control panel feature needs to provide a high level and range of access to trouble shoot the problem; or granular access to identify the problem – this is well built to support the minutiae in our system</li> <li>• RBAC (role-based access control)</li> <li>• As an SS, it is the SS who would be responsible for granting access to the system</li> </ul>
<p><b>Values</b></p> <ul style="list-style-type: none"> <li>• The more automation there is, the more there is to keep up</li> <li>• Alerting Trap System</li> <li>• Good logs</li> <li>• Visibility into the components of the systems (what are all the elements that I need to monitor)</li> <li>• If well-articulated and executed, I can read into the logs; leading to lower TOIL and Fault-Tree Analysis</li> <li>• Take that visual information to do quick hit checks – a health indicator of the key dimensions on the control panel</li> </ul>	<p><b>Fears</b></p> <ul style="list-style-type: none"> <li>• More monitoring!</li> <li>• The ability to maintain grasp of the environment, knowing the different scaling issues that can cause problems</li> <li>• The scaling of infrastructure as more RPA comes into play: servers; reporting</li> <li>• Capacity</li> <li>• Capacity to upscale servers seamlessly, without impacting the current environment</li> <li>• Capacity to change licensing: depending on the licensing model one could pay per bot, user, etc., not reach the max</li> <li>• Various approaches e.g., notification of licensing limits – and we will grant x above before we shut off; cold storage e.g., pay x% insurance to get extra licensing</li> </ul>



	<ul style="list-style-type: none"> <li>DO NOT USE RPA as your monitoring mechanism</li> </ul>
<p><b>Expectations</b></p> <ul style="list-style-type: none"> <li>Easy access to specific vendor personnel, such as their escalation queue is well established</li> <li>Senior technical person (TAM - technical account manager) responsible for our account – a solution engineer</li> <li>Access to third line support from the vendor</li> <li>Access to proper monitoring and reporting for effective and efficient performance</li> <li>Integrate with an ESD such as APM (application monitoring service) – the solution would need to integrate the alerts and for the service desk to receive alerts 24/7</li> <li>To provide us with technical notes and security Advisors – keep the transparency on what is in play: e.g., security upgrades, release of software solutions. No surprises!</li> <li>The licensing does not impact delivery</li> </ul>	<p><b>Measures of Success</b></p> <ol style="list-style-type: none"> <li><b>An alert system (if you don't tell us the problem, you are the problem) that meets the established SLA. +++</b></li> <li><b>Having operational training – a continuum as the product changes. ++</b></li> <li><b>Visibility and transparency of the components to see all the relationships and how they interact – meeting the MTTR. +</b></li> <li>Reduced down times.</li> <li>The ability to determine the level of support/arrangement with the successful vendor: Bronze-Silver-Gold</li> </ol>

**Persona Name :**

RPA Champion – Otto

- Responsible for organizational uptake and maintaining it throughout the entire project life cycle (and after in some organizations). Able to address obstacles and challenges
- Transitioning after project is in production – transition for continued buy in after
- Educating: business users, where RPA can be used, technical team (how they can learn and use it)
- Chief Evangelist (explain, demystifying)

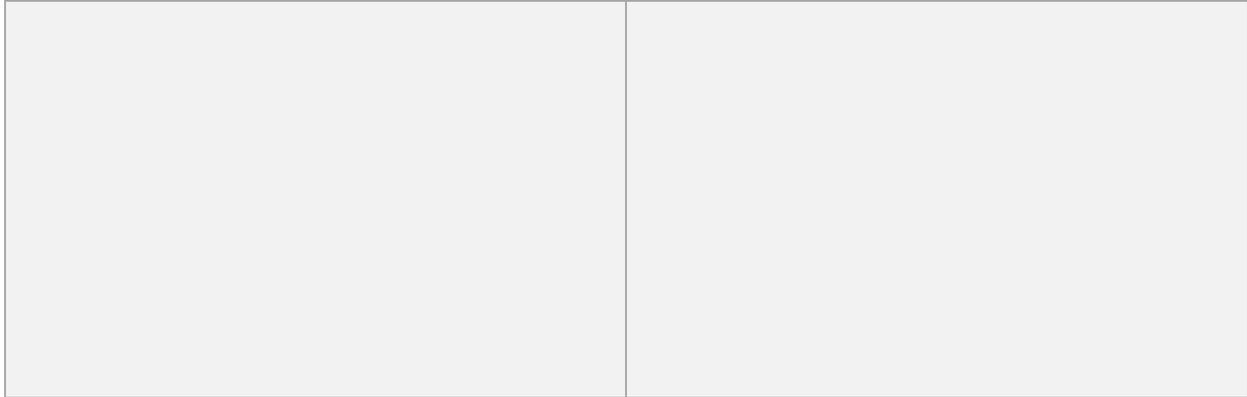


**Demographics**

- Director level – with strong support of DG and ADM; sometimes manager
- Good communicator (to go over change management process – lots of resistance to change), Marketer
- Change is a large part of this
- Getting people to think about automation when they do process review / development
- More of a technical background who can easily understand how RPA works. (Be able to say in a digital transformation roadmap where RPA and connectivity fits in)
- Having system development background will help – there is a lot of translation required for technical terminology to non-technical people



<p><b>Goals</b></p> <ul style="list-style-type: none"> <li>• Ensuring organizational obstacles are addressed</li> <li>• Certification / helps IT security understand the software standards that may have been met</li> <li>• Reporting: regular, successful, and consistent results (want to know the success for continued buy in)</li> <li>• Have logs for transparency and tracking and to explain issues</li> <li>• Business style metrics – efficiencies as we automate (perhaps dashboarding) – i.e., with FTE effort reduced, hours reduced, errors reduced, cost avoidance</li> <li>• Knowing who is out there to help communications on RPA (what it does and how it can help)</li> <li>• Smooth business transition (maybe resistance because of the unknown)</li> </ul>	<p><b>Challenges</b></p> <ul style="list-style-type: none"> <li>• Great to get senior management support but it needs to get pushed down (at a working level) – upward and downward push to get it going</li> <li>• SA&amp;A (credentialing and bots) – implementing product is a large and will need to meet “ITSG-33” security controls</li> <li>• IT security people don’t understand RPA (so may be a no answer to start with)</li> <li>• Cloud vs on prem. – ensure it stands the test of time. If GC is going towards cloud it has to be in the near future</li> <li>• Capacity – clients piling up who want to use RPA as well as repeat customers</li> <li>• Funding strategy (for the team) especially as you go into maintenance and support</li> <li>• Communicating infrastructure and software is reliable to instill confidence in the system</li> </ul>
<p><b>Values</b></p> <ul style="list-style-type: none"> <li>• Reliable software to support metrics to sell RPA (internally)</li> <li>• Consistent and known change management</li> <li>• RPA is a culture shift (need to prove value)</li> <li>• Machine learning – where bots are able to learn from reading screens – could be a requirement moving forward</li> <li>• Roadmap development: natural language processing – as part of future role out as part of machine learning</li> <li>• Consumption based licensing model</li> <li>• Leadership training – customized training and info sessions for the leaders of an organization (will make it easier to sell internally)</li> </ul>	<p><b>Fears</b></p> <ul style="list-style-type: none"> <li>• Fear that RPA will affect the integrity of the current systems</li> <li>• Perception of taking away jobs from people</li> </ul>
<p><b>Expectations</b></p> <ul style="list-style-type: none"> <li>• Access to documentation / presentations</li> <li>• Support in the design part of the process</li> <li>• Online community (within government and outside)</li> <li>• Demo / map how it works all together and the capabilities they have</li> <li>• Able to link up to legacy systems (perhaps through APIs) – help sell systems where we don’t even recall the business process/decisions in the application – expose business logic of older systems – derisk digital transformation</li> <li>• If cloud product servers located in Canada (to provide assurances that data is not subject to US laws, data sovereignty is Canadian)</li> <li>• 24/7 support (bots are running at all hours)</li> <li>• Scalability – scale up bots up and down when needed (i.e., depending on time of year) without a major upload</li> <li>• Flexibility – when scaling up bots have flexibly to have bots work on machines on virtual machines and PCs (good to be able to say to people that it is easy to move environments)</li> </ul>	<p><b>Measures of Success</b></p> <ol style="list-style-type: none"> <li><b>1. Understanding of licensing model and clear cost to clarify for return on investment</b></li> <li><b>2. Strategic roadmap for the companies – i.e., machine learning, AI, APIs, cloud, .... (to see how it rolls up with GC plans and vision) i.e., 3 to 5 years</b></li> </ol> <ul style="list-style-type: none"> <li>• Efficiencies (dollar value savings but it is hard to produce as well as other measures such as number of bots in productions, efficiencies introduced for department, fewer errors in automated processes, user happiness, faster processing times, increased worker mental health for processes)</li> <li>• Total cost of ownership measurement</li> <li>• Access to professional services</li> <li>• Affordable training – training for the software users – having access to training materials and being able to use it in an organizational training strategy</li> <li>• Capacity to support us</li> <li>• Increased job satisfaction</li> <li>• Lower attrition rate (and early retirement)</li> <li>• Over run possibility for licensing (i.e., if 20% over than they can come back and bill later)</li> </ul>



## Citizen developer with no coding experience:

Are you positive that there has to be an easier or better way to do your work? You're likely use little tricks like inbox rules to help manage your day-to-day tasks. You may be taking advantage of macros in word and excel and maybe even add-ins on your browser. Often you wish you had the tools to automate simple activities like calendar invites, repetitive and ongoing calculations, or simple time tracking processes. We would like to bring you tools that will help you automate some of your boring and repetitive tasks. These tools are designed to be easy to use, are mostly drag and drop, and and easy to get started with little to no coding experience. We want to understand what your reality is like.

Potential ways of using RPA (mimics human interaction) through

- Screen scraping
- Writing code
- Widgets – modules

**Persona Name:** Citizen Developer – No coding experience  
Timely Tim

**Demographics:**

Variety of positions (from EC7, PM5, CR4, AS4 ....)  
Don't like being in boxes



Goals	Challenges
<ul style="list-style-type: none"> <li>• Make life easier, save time</li> <li>• To automate repetitive tasks -i.e., onboarding - ensure checkboxes are completed – information from one email could be sent to a number of people and get back results (workflow automation)</li> <li>• Bilingual language detection</li> <li>• Intelligent enough to detect the language working in and be able to continue working in that language</li> </ul>	<ul style="list-style-type: none"> <li>• Feed what management wants without repeating the same steps</li> <li>• Things are hard to have real time because so much information is in different locations and it is very manual to gather all the information</li> <li>• Processes are not well documented</li> <li>• Lots of adhoc requests</li> </ul>



<ul style="list-style-type: none"><li>• Better understanding of where our time goes (i.e., creating lists out of lists takes a lot of time)</li><li>• Real time information and real time solutions based on their challenges – provide tailored solutions</li></ul>	<ul style="list-style-type: none"><li>• Can't connect systems (probably don't own the systems and likely don't know how to connect them)</li><li>• Any flow (i.e., payments) with things like email, excel, and word could use help with things like a reminder for follow ups needs</li><li>• Ability to connect dots between systems to know where you are at in the processes (especially when you don't have access to all parts of the system) – reconcile all the tools and systems</li><li>• Tools are either too easy or too hard – missing the middle capability of tools (with a guide to use the tool)</li><li>• For training we don't know what we don't know</li><li>• Takes too long to enter pieces</li><li>• Want to be see that the obstacles to adapt will not outweigh the benefits</li><li>• When these are systems, we use all the time they should be easy to use and if we don't use them all the time, they should be even easier to use</li></ul>
<p><b>Values</b></p> <ul style="list-style-type: none"><li>• When learning a tool, like having training and self serve cheat sheets</li><li>• Like being able to call someone for help (real time, quick, consult without having to Google)</li><li>• Having a community or buddy system (a precise/dedicated place to go to for examples, help and being able to see what others have done) – someone with a similar job can show how it is done</li><li>• Be able to see the full potential of the tool (ideally from someone who has used it that in a similar role)</li><li>• Having someone to walk through tool when we need the support</li><li>• Support call to get through a set up of task in a short time frame</li><li>• Examples of previous work from others that have automated before (be able to build on or reuse others experience)</li><li>• Be able to use it wherever you are</li><li>• Intuitive to learn</li><li>• Communications of how it will benefit (that overcoming obstacles is less than the benefits)</li><li>• Reduces human error</li><li>• Be able to automate things that is done regularly (i.e., email – read it, be able to process and categorize based on what it read)</li><li>• Coordination for systems outside of government (i.e. Slack,...) platforms</li></ul>	<p><b>Fears</b></p> <ul style="list-style-type: none"><li>• Too many restrictions</li><li>• If a tool is being provided, be able to use the full features (lockdown makes the tool more work to automate)</li><li>• Will not save me time</li><li>• Not being able to share across departments</li><li>• When there is so much potential things take time to learn and to implement</li><li>• Forgetting how to use the system (because not using it all the time)</li><li>• Something that was created would not run unexpectedly and would have negative impact on what we're working on</li><li>• What is the follow up package? Or will it require their constant fee</li></ul>



<b>Expectations</b>	<b>Measures of Success</b>
<ul style="list-style-type: none"><li>• Being able to put into a repository so that others can use it (or view it for reference on how and what to do)</li><li>• Distribution and sharing of bots and scaling of bots</li><li>• Able to overcome the obstacles</li><li>• Able to say what the processes will be automated, be able to automate and than be able to run it (easy to implement)</li><li>• Will save time</li><li>• Need a way of validating that things are working (a cross check system)</li><li>• Ability to re-use it</li><li>• Not constantly ask for help/support</li><li>• Enough flexibility to meet needs</li></ul>	<ol style="list-style-type: none"><li>1. <b>Has to save time (and has to show how it will save me time – ‘don’t know what I don’t know’) and be able to understand quickly</b></li><li>2. <b>Be able to use it constantly without going to the vendor or IT (for a second, third,...time) for support</b></li><li>3. <b>Help tap into what already exists (simplify automation of already existing tools) – can we get the tools we’re using and get them right</b></li></ol> <ul style="list-style-type: none"><li>• Have an opportunity to have real time baseline data</li><li>• Flexible - with only 5-15 mins of search adapt a current automated process; flexible to adapt to changing needs or unanticipated tasks +</li><li>• Valuing the upfront cost of putting a process together – put effort to see what can be automated (before the tool – help evaluate the processes)</li><li>• Incentive to convince us to adopt (a way of showing the benefit from people using it) – rather than push the tool an adoption showcasing (why is their tool so good)</li><li>• See how we can use the tool and how it can affect me</li><li>• Vendor be paid based on whether people are adopting it</li><li>• A breadth of add-in components to use (connectors for email, internet pages, pdf files)</li><li>• Balance of flexibility with easy to start using the system</li><li>• Identify where they are doing repetitive tasks (that are opportunities for automation) – i.e., wizard or bots to suggest options on what to automate</li><li>• Be able to determine what it will take to automate – i.e., you need two hours to be able to do this</li></ul>



# Robotics Processing Automation (RBA)

## Persona: Citizen Developer

Chris

### Persona

- Develops ad hoc scripts
- Writes scripts to automate simple, repetitive tasks like responding to or filing email
- Seeks a solution to integrate scripts to GC Docs as this is an important part of daily tasks
- Deals with systems that don't speak to each other like departmental address book
- RPA allows them, as a non-technical person, to automate processes
- Runs BOTs on their own credentials which could limit what we can automate based on access
- When you are starting out, the fear and risk of not really knowing the impact your script might have

### Demographics:

Job classification: AS, IS, CR, EC; individuals closest to the business work

<p><b>Goals</b></p> <ul style="list-style-type: none"> <li>• Reduce repetition</li> <li>• Precision and consistency</li> <li>• Connect disconnected systems: e.g. excel sheets</li> <li>• Reallocate time to more value-added tasks</li> <li>• Ability to interact with large data sets to achieve an output or outcome</li> <li>• Increase productivity and efficiency (less errors, more accurate, 24/7/365 – when it is built well)</li> <li>• Enable business outcomes unable to be implemented during the development stage</li> </ul>	<p><b>Challenges</b></p> <ul style="list-style-type: none"> <li>• Minimal technical skills</li> <li>• Credentials management, secrets management</li> <li>• If they do a bad job in automating a process, it can cause lower productivity</li> <li>• If used without verifying the impacts of the automation, may face challenges with the output of the script</li> <li>• Making something that is reusable</li> <li>• High staff turnover (e.g. to assign owner of a document)</li> <li>• Ensure the solution can support documentation at the same place as the script</li> </ul>
<p><b>Values</b></p> <ul style="list-style-type: none"> <li>• Ability to run in the background (so that we can continue working while running a BOT)</li> <li>• Visual, easy to use, intuitive</li> <li>• Credential Management System (bigger than just the RPA Solution)</li> <li>• Reusability, shareable</li> <li>• Transparency – know what is going to happen</li> <li>• Predictability, visibility into what the system is doing: how it is going to run and that it is actually running as expected</li> <li>• Documentation – auto-documentation</li> <li>• That management values our time in creating macros and scripts as oppose to it being a side of desk activity, value our time as citizen developers as part of our work</li> <li>• A community to learn with and work through problems with, share scripts, training through community</li> <li>• Openness, open vs licensed solution elements; shareability, not reliant on the vendor to create functionality; ability to create add-ons to the catalogue, library of things</li> </ul>	<p><b>Fears</b></p> <ul style="list-style-type: none"> <li>• Job security – machine replacement</li> <li>• Lose sense of being valuable</li> <li>• Trusting a Citizen Developer to automate processes with limited skills, understanding of back ends, etc – not allocating the proper privileges based on CDs abilities</li> <li>• Giving too much access to people without really knowing if they can do the work</li> <li>• That the solution won't be supported/maintained once the individual who created the BOT or macro leaves the organization</li> <li>• Is everyone able to build a script and run it (without errors)?</li> <li>• Inability to test before production</li> <li>• Reprisal – making mistakes</li> </ul>



<ul style="list-style-type: none"> <li>The ability to achieve integration of disconnected systems</li> </ul>	
<p><b>Expectations</b></p> <ul style="list-style-type: none"> <li>Behaves the same way every time</li> <li>A minimum level of training from the vendor</li> <li>Simple language, straight forward communications that is actionable by the user</li> <li>Licensing that would not become a barrier to use</li> <li>Ability to test before going live</li> <li>A sandbox type of environment to try things out first</li> <li>Reliability in terms of the Solution is available, when I need it available, the way I need it to function</li> <li>Output, logging to show progress and communicate failure</li> <li>Visibility into status in progress and beyond. e.g. if something fails, pointing to what specifically failed</li> </ul>	<p><b>Measures of Success</b></p> <ol style="list-style-type: none"> <li><b>Easy to use**</b> <ul style="list-style-type: none"> <li><b>Approachability – time to get started**</b></li> <li>User interface design – user friendly</li> <li>How it communicates its functions</li> <li>What it takes to write and publish a plug in, automate a process</li> </ul> </li> <li><b>Increased productivity*</b></li> <li><b>Multi-tenancy solution*</b></li> <li><b>Easy to onboard*</b></li> <li><b>Licensing – no barriers, open*</b></li> <li><b>Reduces or eliminates errors*</b></li> <li>Reduces time</li> <li>The solution being used and achieving desired goals (i.e. increased efficiency and/or enabling certain functionality)</li> <li>Ability to create your own workflow</li> <li>Test credentials</li> <li>Works across departments, meets various needs</li> <li>Does not reinforce silos</li> </ol>

**RPA Agile Procurement**

**Personas – Security (Security Assessment Role)**



**Sam - Persona**

- Help translate business requirements into security requirements which defines what will be assessed throughout the process
- Mapping security requirements throughout high level and low level requirements and design to identify threat assessments
- Assess if safeguards have been implemented
- Produce report on what has and hasn't been implemented
- Would like detail process design (to understand how each process talks to the backend systems)
- Understand RPA is only doing what it is supposed to do and it doesn't go beyond those boundaries. If something goes wrong it is handled (protect, detect, respond)
- Categorize – determine the level of injury of the service (data elements) - injury is at departmental level (worst case depends on the department and level of security support)
- Outcome is an assessment package and a recommendation to accept the risk and move forward

**Demographics:**

- CS 2 – CS4



<p><b>Goals</b></p> <ul style="list-style-type: none"> <li>• Repeatable accurate assessment process</li> <li>• Clearly define the scope of the assessment and additional requirements</li> <li>• Demonstrate the outcome of the assessment (a failed assessment is still a good assessment)</li> <li>• Identify the risks inherent to solution no matter who is using it</li> </ul>	<p><b>Challenges</b></p> <ul style="list-style-type: none"> <li>• Unattended processes will be accessing backend systems – the injury varies depending on the department and the systems</li> <li>• Ensure there are safeguards in place at all the levels</li> <li>• A threat may be a threat to multiple departments – should the tech have a vulnerability and it is deployed across multiple departments then all are impacted</li> <li>• If it sits on GC network it is 'swiss cheese'</li> <li>• Security posture is going to be key – solution will be inherent from infrastructure vulnerabilities</li> <li>• Weakness in one department is a weakness across the board (shared risk)</li> </ul>
<p><b>Values</b></p> <ul style="list-style-type: none"> <li>• Have vendors validate and demonstrate the function of security authorizations - and define expectations to meet those controls</li> </ul>	<p><b>Fears</b></p> <ul style="list-style-type: none"> <li>• How much time will be allotted to ensure sufficient time for security assessment and for security authorization of the deployment</li> <li>• Tie in or check by SSC that the processes are authorized by SSC – a touchpoint</li> <li>• Vendors, connectors and the implementations are assessed (i.e. to detect partner systems for the implementation) – break security to service provider and service consumer</li> <li>• Need to implement it the way it was assessed</li> <li>• If changes occur it needs to be assessed again</li> <li>• This could be a threat to everything</li> <li>• Some things are done once, and other things need to be different every time – because it is partner specific</li> <li>• Each layer is a delta</li> </ul>
<p><b>Expectations</b></p> <ul style="list-style-type: none"> <li>• Crystal clear on what activities we expect out of vendor as part of security assessments (i.e. artifacts for x, y, z)</li> <li>• Industry certification around security would be helpful – if vendor chooses to showcase the safeguards, we want to have the verifications up front</li> <li>• Incident response and recovery</li> <li>• Create logs – where are those logs going</li> <li>• Protected response – ensure RPA solution has limited access (i.e., if something goes wrong damage done to system is minimal)</li> <li>• Ensure no access to modify logs</li> <li>• Easily exportable logs that can be digested by security monitoring systems</li> <li>• In one view see what RPA is doing across multiple systems</li> <li>• Version auditing (be able to audit yesterday's model) – recreate the same outcome based on yesterday's model</li> </ul>	<p><b>Measures of Success</b></p> <ol style="list-style-type: none"> <li>1) <b>Whatever security activities we agree on are executed fully (nothing is left blank) – clear yes or a clear no (with evidence) +1 +1 +1 +1</b></li> <li>2) <b>How each components talks to another – be able to see how one impacts the other – the logic and relationships between components – see where one change in one area could impact another area (be able to see the big picture) +1 +1</b></li> <li>3) <b>Telemetry +1 +1</b></li> </ol> <ul style="list-style-type: none"> <li>• Define potential injury for assets involved with the solution +1</li> <li>• Well established protocol for advising clients of threats and vulnerabilities (to manage security risks) – any changes on vendor side (threats, vulnerabilities, change in sub contractors could change the security posture of GC – changes, upgrades and adds can change security position) +1</li> <li>• Outcome is less important than the process – needs to be repeatable process</li> <li>• Clearly define requirements to measure and assessment (repeatable with consistency)</li> </ul>



## Persona: Operation and Production Manager (OPM)

Rebecca



### Persona

- The Control Panel is the only interface with the system that the OPM has access to
- Runs and reviews the health checks: ensures the system is working properly; control panel would notify the OPM. Continuous on a cycle (e.g. every hour)
- The Control Panel alerts the OPM when there is a failure, it is not perfect (at times receives many alerts and can be overwhelming)
- Uses the Control Panel to check the queues, if there is inventory or not, to ensure system is pulling inventory correctly
- Monitors performance of the BOTs
- Assigns a certain number of BOTs to a process
- Uses information from the Control Panel for reporting to show the Department how well we are doing
- Uses an internal system to create reports but hoping to do in the Solution; using the Solution's reporting capability provides better reporting
- Scheduling
- Start and stop the processes
- Review logs
- Troubleshooting when processes are not working properly
- Work with Developers to help debug (although not a programmer)
- Works with Developers, PM4 Program Consultant, with other PM5s and PM3s

### Demographics:

- PM5, CS3 (potentially CS2)

Goals	Challenges
<ul style="list-style-type: none"> <li>• To process as much work as possible to reduce strain on processing network</li> <li>• To keep BOTs running, keep stable and working correctly</li> <li>• Allocate the virtual workforce according to workload (e.g. if you have several automations running, if one has more workload than the other, you can reallocate BOTs to the higher workload – optimizing BOTs)</li> </ul>	<ul style="list-style-type: none"> <li>• Integration with existing infrastructure – with existing databases, inventory system (e.g. Microsoft Dynamics) (very important and can cause a lot of work), interface with legacy systems</li> <li>• Getting the system, as it is working with our outdated systems, to get the developers to get the Solution to communicate correctly with existing systems</li> <li>• Limited training of Developers, therefore knowledge to use the Solution is limited (don't know what they don't know)</li> <li>• Workload spikes (in GC large influxes of work in short spans of time)</li> <li>• The interface can be clunky and changes with updates and requires changes in our way of working with the control panel</li> <li>• Attended BOTs and many end users making it hard to manage – adding and maintaining a large set of users</li> <li>• User = an individual</li> </ul>



<p><b>Values</b></p> <ul style="list-style-type: none"><li>• Confidence in alerting system</li><li>• A robust alert system: flexibility</li><li>• Expertise and proper training and usage of the program</li><li>• Allowing users to work with the Solution the way they like to work (e.g. control panel customization to suit the needs and way we need to work in the system)</li><li>• A mobile solution (e.g. app or web-based to be able to do a quick check to ensure all is running well) If in Cloud, like how MS Teams works</li><li>• Robust statistics generation on how the system is operating, e.g. length of time to complete a process, to clear a queue, etc.</li><li>• A reporting capability in the Solution directly as opposed to having to export data out of the Solution and use another solution to report</li><li>• Integration with existing reporting tools or direct reporting capability within the solution</li><li>• Making changes simpler (e.g. on the fly without taking the whole process down); modular changes; 'hot swap'</li><li>• Response of the control panel itself, if it takes too long or is clunky – working on a bad network. Needs to be light – does not need to draw a lot of User resources (e.g. bandwidth, reload of page) to function</li><li>• Webpage vs application on desktop for the UI to allow to share the monitoring with other Users</li></ul>	<p><b>Fears</b></p> <ul style="list-style-type: none"><li>• Quality, not knowing if the output of the BOT was correct (had to create our own QA program to verify quality)</li><li>• Not being notified when something goes wrong, we need to know but not sure if it is always telling us</li><li>• We may be processes 10s of thousands of accounts and not knowing if done correctly</li><li>• Not being able to gauge how much processing power required for a given workload (not able to address the ebbs and flows in demand and inability to complete in the given timeframe)</li></ul>
<p><b>Expectations</b></p> <ul style="list-style-type: none"><li>• A customizable alerting system: parameter and per process (for different thresholds)</li><li>• A reactionary alerting capability if things are failing and can stop the BOT if it is failing</li><li>• Cloud-ready</li><li>• A fast, sleek interface, customizable at the User level to make their own dashboard and layout</li><li>• BOT is operating correctly and a way to do checks and balances</li><li>• Active directory – ability to assign large groups of end users with different access needs</li><li>• Maintaining a familiar interface when issuing changes</li><li>• Dynamic resource management and allocation based on load.</li><li>• Having a memory</li><li>• User Profile based view (not a generic view)<ul style="list-style-type: none"><li>○ e.g. the Solution can anticipate and bring you back to the process screen you were working from</li><li>○ UI that keeps in mind the workflow</li></ul></li></ul>	<p><b>Measures of Success</b></p> <ol style="list-style-type: none"><li>1. <b>Scalability / Expandability: dynamic resource allocation***</b></li><li>2. <b>Easy to implement in terms of programming and interface with other systems*</b></li><li>3. <b>Look and feel: control panel layout, features for reporting, user customizable/friendly*</b></li><li>4. <b>Time to implement the solution (initial deployment)*</b></li><li>5. Time to set up new BOTs</li><li>6. Ensure it can run effectively, quickly on our system</li><li>7. Ability to add or modify BOTs without bringing down the system</li></ol>



## Persona: Business Analyst

Betty Ann

### Persona

- Prepares for the RPA: inventory of current process, consults the team to vet if process makes sense to automate, puts forward the decision to automate, needs to understand the business, the work, the data processing, the issues and also the RPA tool functionalities
- Two key roles: listen and advise clients and executives on automation
  - Listens, diagnoses, looks at processes and process automation
  - Interaction with the work level to understand how processes run
  - Develops or validates the wireframes of the system – a skeleton sketch of the business process
  - Review the “day in the life of...” the users of a process (e.g. citizen, the service provider, etc.)
  - Understands and documents the current process from beginning to end: how does the interaction happen? From data, to inputs, to outputs
- Documentation – typically processes are inadequately documented; BA will question why things are the way it is, discovery by observing the process and finding where it doesn't make sense to people
- Come up with an optimized process, and its documentation and consults with the process owner, solution design with Solution Architects
- Articulates the business case for the automation: Identify what is the advantage, or compare pre, post automation
- While designing process, will seek optimization
- Ensures processes are running smoothly on a day to day basis
- Address issues, resolve issues
  - Not necessarily an expert in the solution at all.... Gain knowledge through working with others
  - Responsible for documenting the current state and working with SMEs to develop the future state
- Product owner of the process to automate
- At time, no internal BAs and so we have consultants; in this case we would own the process and not the BA.
- Expectation is the BA is the product owner.
- Works in teams
  - Interactions with developers; process owners, with different units: policy, procedures, system access; automate letters and collaborate with different groups
- Product owner = automation only; not the process owner
- Regional SMEs: to ensure we are on track with them, we leverage their expertise, incorporate them in process and see how this affect the Regions (we take away work an agent would do so need to understand what automation is taking over)
- Not technical experts
- Communications, a bridge between testers and developers
- Facilitation and Analysis

### Demographics:

- Job classification and level: CS3, AS4, AS5, PM



<b>Goals</b>	<b>Challenges</b>
<ul style="list-style-type: none"><li>• Trying to create an automation that resolves tedious tasks and provides large ROI</li><li>• Use the tools to capture information for the Process Design Document (PDD) with the business team</li><li>• To reduce workload pressures; to optimize processes</li><li>• To ensure consistency in how the process is done</li><li>• To provide authoritative source of documentation – have everything they need to make the decisions they need to make: e.g. Testing needed to replicate processes to satisfy the requirements have been met</li><li>• When you leave you leave a body of work that is reliable, that accurately reflects the requirements</li><li>• The deliverables and the quality of them</li><li>• Facilitate a process with those who will use the process and identify and document, prioritize (at times in phases), iterative</li><li>• Present back to users the constraints from the technical team and work with them to make choices</li><li>• Automation delivery lifecycle: when process being designed, we work through the developers</li><li>• Testing phase: how it was supposed to be designed and how it is working or not</li><li>• Ensure the client has the necessary tools to use the solution (e.g. cheat sheets, training materials)</li><li>• To understand the RPA tool to be able to translate what they found into RPA speak</li><li>• Automation and AI: assessment of readiness, many want to play with AI, but their systems are not AI ready</li><li>• Assessment needs an understating of the tools</li><li>• Provide clarity on where and when RPA is appropriate</li><li>• Make it happen (PM role)</li></ul>	<ul style="list-style-type: none"><li>• Make sure you automate something that is efficient</li><li>• Getting the right information from departments</li><li>• Overuse, striking the right balance</li><li>• Blindly using RPA will lead to problems</li><li>• When the cost of automating far outweighs the benefits of it</li><li>• Having costing models to make decision making consistent to automate or not to automate</li><li>• Too much automation</li><li>• Translating the problem, process into the RPA solution's terminology; understanding the solution well enough to translate the problem</li><li>• To understand all the solutions, is the solution easy enough for the BA to articulate ROI</li><li>• To fully know the RPA solution but not necessarily have IT background</li><li>• Articulation of the ROI, it presupposes a deep understanding of the RPA tool (need to rely on the vendors for expertise, that comes at a cost)</li><li>• To have a proper understanding of when you tap into the vendor vs internal</li><li>• Track record of cost overruns and not meeting the requirements</li><li>• A lot of preparation work</li><li>• Lack of documentation at the client side of current processes; opportunity to put on paper</li><li>• Some processes not as mature for PDD</li><li>• The bots are not at times reading the way we want it to read certain screens; not consistent in reading and validating; at times this is an enterprise system issue</li><li>• BOTs are built and when there is a change, there are many delays. Changes can take a lot of time. (e.g. policy change impact on the BOT, but can't afford to have a long time delay because the process is already automated and doing, so can't just stop... resources have been reassigned)</li><li>• At times we are rushing to make changes and need to make sure the technical process is well done with no shortcuts that can cause issues along the way</li><li>• Careful of changes being made to enterprise systems and impacts on the automated processes that are impacted (specifically with longer development cycles)</li><li>• For some cloud solutions, all servers within Canada have a component – meeting cloud requirement of GOC</li></ul>



<p><b>Values</b></p> <ul style="list-style-type: none"> <li>• Solving the requirements of the business</li> <li>• Less concerned about the tool, more about the human interaction</li> <li>• The vendor support and development community</li> <li>• Access to experts</li> <li>• Strong/wide support community</li> <li>• Documentation within the tool; ease of use</li> <li>• Workflow progress, graphical display, and traceability</li> <li>• Ability to create a dashboard to demonstrate benefit</li> <li>• Progress visualization, stats, process mining, workflow mining</li> <li>• Area to experiment, simulation without affecting live automation</li> <li>• Version control, release management (internal), roll back capability</li> <li>• Consistency and accuracy of results in reading bots</li> <li>• Shorter turnaround while keeping the quality of the BOT for any process changes</li> <li>• If making changes to BOT, we want to have visibility of its impacts</li> <li>• Full automation (ability of the tool to automate full processes)</li> <li>• Natural language reading</li> <li>• Communications with the Vendor (what is done on the Vendor side, Developer – clarity of roles and responsibilities between Vendor and Client/Developer)</li> <li>• Privacy as we interact with different systems (e.g. PDD with clients, interaction with systems with security clearances)</li> <li>• IT Security, all aspects of keeping information safe</li> <li>• Vendor provided assumptions on IT security and how they will work with that – how they will use their active directory for login, security policy passwords</li> </ul>	<p><b>Fears</b></p> <ul style="list-style-type: none"> <li>• Digitizing bureaucracy</li> <li>• Not developing a solution for processes that are not well develop or change frequently</li> <li>• Agility – inability to modify things quickly</li> <li>• The system does not allow us to do what it needs to do and needing to create work arounds and break rules</li> <li>• Of well-developed process becoming or creating many exceptions with changes over time – becomes a spaghetti mess, process drift</li> <li>• No traceability of changes</li> <li>• Not being consulted as part of the business cycle</li> <li>• Not catching something we did not think of in the PDD and UAT (User Acceptance Testing), scenario</li> <li>• Many change requests: funding and time implications</li> <li>• Compatibility: e.g. System upgrade and no longer working after an upgrade – loss of great effort and not knowing the interdependencies created and if it works with future upgrades; not knowing when the process is no longer compatible, not knowing early</li> <li>• Exception with bilingualism in GC (e.g. ‘é’ – a recurring issue; French characters)</li> <li>• Privacy breaches</li> </ul>
<p><b>Expectations</b></p> <ul style="list-style-type: none"> <li>• To do what you intend it to do: what the rules dictate</li> <li>• Efficiency, to speed up the process</li> <li>• High availability</li> <li>• Resilient</li> <li>• Consistent results</li> <li>• Tool covers all the exceptions</li> <li>• Test scenarios, repeatability</li> <li>• Security to deal with sensitive information: information leakage, unauthorized access, no leak to vendor</li> <li>• If tool is hosted, hosted in Canada</li> <li>• Ability to produce a solution design document that outlines, maps out what the solution is</li> <li>• To be able to demo the product while the product is in development</li> <li>• Vendor meeting cloud requirement of GOC</li> <li>• Easy to fix when something goes wrong; easy to identify where it is going wrong</li> </ul>	<p><b>Measures of Success</b></p> <ol style="list-style-type: none"> <li><b>1. Meet business requirements based on processes presented to them***</b></li> <li><b>2. Availability of attended and unattended BOTs (some only offer one) ***</b></li> <li><b>3. Most cost effective* (ROI)* (the battle with upper management)</b></li> <li><b>4. Availability of training for that solution (at no cost)*</b></li> <li><b>5. Mock-ups</b></li> <li><b>6. Tool helping me do my job as a BA</b></li> </ol> <ul style="list-style-type: none"> <li>• Testing</li> <li>• Does what it’s supposed to do: consistent, reliable</li> <li>• Cost</li> <li>• Meet business transformation needs</li> <li>• Training requirements</li> <li>• Timelines, schedule</li> <li>• Flexibility in schedule to align with the business cycle and availability</li> </ul>



<ul style="list-style-type: none"> <li>• Length of time from start to finish (is useful to automate it)</li> <li>• Meets the AG (auditor general) audit requirements</li> <li>• Meets all applicable policies, directives, legislation, and procedures of various GOC departments</li> <li>• Incorporate bilingualism</li> <li>• Bots can interact with our Enterprise Systems, legacy systems</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of documentation of that solution (at no cost)</li> <li>• Availability of the system itself: all the time</li> <li>• If system goes down, pushes our process behind</li> <li>• Can the solution be provisioned to meet high availability?</li> <li>• How frequently the solution is being updated, upgrade impacts on processes</li> <li>• Licensing cost structure: rate of change</li> <li>• Can you purchase licenses for x year without cost change?</li> <li>• Affordability (e.g. past issue with inexpensive solution but training expensive)</li> </ul>
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## Developers

### Persona Name: Morgan

Reproduce the steps a user takes when completing a task using a bot



### Demographics:

- Process automation, development tools as a whole
- Understanding the requirements, what needs to be done
- Developing, Debugging, Documenting, and Deployment of the solution
- Prototype – agile, quick turn around
- Doing this for a client who will consume the product (can be the Developer); technical writer, debugging team i.e., Business Analyst (for requirements vs a client directly)
- Client may not mean actual user – Business owner
- End-user of the process
- Low code environment: more useful to speak with the users of the process
- Client = can be another workflow, chaining flows together
- Define parameters of performance
- CS-01 – 03
- May help to have a programmer background
- Preferably must know scripting language (depends on the platform which script language)

<p><b>Goals</b></p> <ul style="list-style-type: none"> <li>• Replicate how a user interacts with a piece of software</li> <li>• Use RPA development tools to turn ideas into reality</li> <li>• Understand the business process to be automated – working with a BA – developer needs to be able to understand to create the automation. This could also include SME shadowing by the developer</li> <li>• Adhere to RPA standards and best practices (industry standards)</li> </ul>	<p><b>Challenges</b></p> <ul style="list-style-type: none"> <li>• Depending on the system being coded against the behaviour of the system could be different (production vs development)</li> <li>• Getting servers set up and workstations for developers set up – i.e., workstations may need specific software. Needed approval for software to be installed and at times vendor needed to be called in for support</li> <li>• Antivirus on systems could be an issue</li> <li>• Proper intake for projects: Making sure you're working on the right project – need proper intake – needs to be screened to be a proper RPA fit</li> </ul>
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<ul style="list-style-type: none"> <li>• Adapting an actual non automated process to automation</li> <li>• To solve a problem, to improve the process, reduce work</li> <li>• To implement an algorithm (codify the recipe for the business process)</li> <li>• Implement code to achieve an outcome</li> <li>• Capture the nuances of the manual process and debug the manual process: debugging and optimizing</li> <li>• Might want to change execution and the process itself</li> <li>• To ensure the processes are optimal (e.g., not implement processes we no longer need; create additional processes needed in an automated context) – adapting a process</li> <li>• At times, process optimization</li> <li>• To automate mature processes that are well understood, stable</li> </ul>	<ul style="list-style-type: none"> <li>• Tasks performed by users can't have a lot of cognitive tasks – it is hard to translate into repeatable tasks if too many cognitive tasks</li> <li>• Working from home it is difficult to share screens (not on protected B for videoconference application) – couldn't present production environment to developers</li> <li>• Integration with email platform to send emails may have security issues (this could be internal email setup issue)</li> <li>• Validating that the implementation is correct</li> <li>• Understanding the edge cases (cases near the limits where processes are more likely to break) e.g., leap year computations</li> <li>• Handling exceptions</li> <li>• Disconnect between documentation and what people really do: what has been documented and how it is really done (for both the input and the output)</li> <li>• Disconnect between the new process described and actual</li> </ul>
<p><b>Values</b></p> <ul style="list-style-type: none"> <li>• Having a resilient solution – when in production if the bot can't perform a task, it can recover</li> <li>• Quick turn around – answer client needs in a short period of time</li> <li>• Ease of Use – identify elements the robot needs to interact with – identify elements of a UI (user interface)</li> <li>• Easy to extract data from various extensions and resources</li> <li>• Less coding required – less coding skills – have pre built templates – pre-defined activities inside the tool</li> <li>• More data manipulation capability – so many connectors to get the data (using OCR to capture the data for websites, excel, word – and connect them together)</li> <li>• Easy deployment of the process code to the web page for the web application</li> <li>• Ability to integrate with various connectors</li> <li>• Readable logs to trouble shoot during development – from a debugging perspective</li> <li>• Automatic documentation of the process as in the system (nice to have), self-documenting system</li> <li>• Ability to print the flow in graphical representation</li> <li>• Machine (e.g., differential analysis) and human readable (e.g., understandable) outputs (e.g., a configuration, exporting (low code) configuration file to save the code created)</li> <li>• Non-proprietary (some are semi-proprietary) – if so, should have an exit path</li> <li>• Reuse (modularize and reuse the modules)</li> <li>• Readability</li> <li>• Quick experimentation; reiteration; Fail fast</li> <li>• (Not all engineers may value this) Democratization of building stuff (less dependent on the engineer)</li> </ul>	<p><b>Fears</b></p> <ul style="list-style-type: none"> <li>• Issues with repeating the activities – i.e., copy and paste would be nice to have rather than create a new activity</li> <li>• Re-inventing the wheel – not using the proper library</li> <li>• Having unmaintainable / non-readable code produced</li> <li>• Application security – we want to protect information – not having info exposed with the script</li> <li>• Only a single developer can use code at a time – would like to have multiple developers being able to access the code</li> <li>• Clumsy work arounds, being constrained by the imagination of the RPA provider</li> <li>• Limited flexibility of the libraries</li> <li>• What's it doing under the hood? What's it doing now?</li> <li>• Is it going to be fast enough? Often gloss and glitter...</li> <li>• Low code: what if the licensing costs go up and not accessible in the future; having to start over</li> <li>• Vendor lock in</li> <li>• Availability of specialized people, experts in the platform (expensive consultants - problem with consultants)</li> <li>• Does it talk to the existing systems, need to spend more on widgets</li> <li>• Proprietary: long term lock in, inability to convert to other formats; what if the company goes under? How do we recover from that?</li> <li>• System will fail and lose code</li> <li>• System updates that mess up previous code</li> <li>• Relying entirely on a third party for backups for recovery</li> </ul>



<ul style="list-style-type: none"> <li>• <b>Agility:</b> if you build something from scratch, you can do anything; if you use something someone else has built limited to the library, similar to the framework (collection of libraries). A low code solution would need you to do as much outside of the use cases – clumsy work arounds</li> <li>• Ability to provide plug-ins</li> <li>• Community: Communities of developers</li> <li>• Build, bring, borrow, clone: easy to bring in and share</li> </ul>	<ul style="list-style-type: none"> <li>• Low code and no code encourages shadow-IT / skunkworks behaviour: everyone can start to code but that also means loss of control</li> </ul>
<p><b>Expectations</b></p> <ul style="list-style-type: none"> <li>• Ability to identify any user interface element</li> <li>• Contextual – information with menu – when you right click on the element than you get a drop down to match that item to take action</li> <li>• Search – i.e., that provides internal user guide (user manual is properly integrated into search functionality)</li> <li>• Ability to define (and analyze) coding standards within the tool</li> <li>• Efficient trouble shooting and error handling tool (if there is wrong input in the program it should show the solution to the error – responsive instantly) Near Real Time</li> <li>• Able to integrate with third party tools</li> <li>• Works all the time</li> <li>• Get me out of a job</li> <li>• There are no unexpected, emergent behaviours</li> <li>• The process of coding is much faster, expect way less engineer time; RPA specialist should do this more accurately and quicker than the engineer</li> <li>• Look more polished than a fully customized tool</li> <li>• Look more generic (familiarity), similar functionality across them, look and feel (e.g., if you automate a process in one tool vs another, there is some common look &amp; feel for familiarity (output)</li> <li>• To have strong debugging and testing, repeatable capabilities with a set of test data; what does not work can be debugged; ability to repeat the test with break points to be able to work through the workflow</li> <li>• Ability to democratize testing and debugging process (easy to use, set up, run)</li> <li>• Good data collection and telemetry on the system is working (e.g., when it crashes, you would like to know how often and why)</li> <li>• Performance data: speed, resource consumptions, etc.</li> </ul>	<p><b>Measures of Success</b></p> <ol style="list-style-type: none"> <li><b>1) Robustness – stable solution that doesn't crash and as you develop provide a robust solution</b></li> <li><b>2) Easy to use and easy to learn– anyone can jump in and use with minimal up time or training (i.e., an experienced developer in another platform can pick it up and learn it quickly)</b></li> <li><b>3) Training available</b></li> <li><b>4) Is the tool broad enough that there are few turn ways (not able to build what the Client is requesting) – flexibility to accommodate (e.g., interface)</b></li> <li><b>5) Reusability, portability, and interoperability</b></li> </ol> <ul style="list-style-type: none"> <li>• Scalable – whether simple solution or it evolves into more complex solutions</li> <li>• Integration with web services and other technologies</li> <li>• Modularity – visually can see at first glance see different portions of the code, using reusable code or library</li> <li>• Integration with third party tools – i.e., code repository</li> <li>• User friendly – when you open application you can navigate quickly and easily (well structured solution/application) – hover over something you don't know, and it explains it</li> <li>• Supports multiple developers working on the application at once</li> <li>• Speed of development and implementation (produce quickly)</li> <li>• Ability of the system to hit the requirements of the Client and the RPA system</li> <li>• Long term: does the system keep up with the ecosystem; ability to evolve over time to keep up with client needs</li> <li>• Does democratization actually work? Are they engaged?</li> <li>• Do the outputs function properly? Does it work? Does it break often? Does it offer the user the ability to debug successfully?</li> <li>• Useability: tools do what they need to do</li> <li>• Democratization (broadly useable, low barrier to entry); adoption rate, # of users; types and levels of users</li> <li>• Affordability!</li> </ul>



	<ul style="list-style-type: none"> <li>• A valid exit path – code reusability, portability, sharing of code</li> </ul>
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System/ Solutions Architects

**Persona Name: Rodrigues**



**Demographics:**

- Build, deploy, modify, and monitor scripts – to determine how many tasks have been executed
- How to build next generation scripts
- CS-3 are solutions architects
- Dealing with the infrastructure is a primary role – robots are available for processes being developed. Robots need to have user accounts (unattended)
- Provide technical expertise to support developers (this has been provided by vendor in the past)
- Use the latest version of the software provided by the vendor
- Central coordinator to organize all the robots

<p><b>Goals</b></p> <ul style="list-style-type: none"> <li>• Not much programming of the scripts</li> <li>• Able to execute any kind of task that an end user can do (flexibility to use older and newer technology)</li> <li>• Keeping software up to date</li> <li>• Scalability – want to spin up and shut down robots at any time</li> <li>• Performance – speed of robots and how quickly they can start working (delays in automation – 1 minute or more isn't acceptable)</li> <li>• Unobtrusive to end users of attended robots – to make it easy to use the attended robot</li> <li>• Continuous integration and delivery (once code is committed and the pipeline will kick in and start deploying the process – deploy and make available right away and continuously)</li> <li>• For unattended bots – being able to pause process if bot doesn't know how to interpret data – need to be able to take input from business (SMEs) experts (so a process can be designed a to z and a portion can be done by the bot and a portion being able to be done by humans)</li> </ul>	<p><b>Challenges</b></p> <ul style="list-style-type: none"> <li>• Automation taking over the computer – so the employee can't do other work</li> <li>• Many programs and many applications need to be supported (web, desktop, and mainframe)</li> <li>• Certain browsers don't support certain RPA technologies – particular browser is selected for automation and so only a certain browser is supported</li> <li>• If user interface is changed need to rebuild/modify existing process to account for the change</li> <li>• End users are using PCs, now we're on a virtual machines – need to be more specific with setting up virtual machines to fully emulate PCs behaviour</li> <li>• Inside data centers they don't have MS office so those applications aren't tested on the servers - government environment for PCs is locked down (i.e., pop ups not able to change preferences related to pop ups – group policy is strict) whereas regular computers aren't locked down – so difficult to see what parts of the environment are locking down and not allowing completion of the automation</li> <li>• Want to be able to install without browser extensions</li> <li>• Currently most people are using VPN as they're working remotely – running script against robots is harder because people shutdown or don't have stable overnight VPN connectivity</li> </ul>
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	<ul style="list-style-type: none"> <li>• When deploying, an attended robot needs to be as easy as we talk (department handling of network and PCs makes it more complicated)</li> <li>• Updating robots is frequent due to vendor additions and changes</li> <li>• Adoption is reduced when robots starting up is slower than doing it themselves</li> <li>• Shifting from one tool to another – transitioning processes from one tool to another</li> </ul>
<p><b>Values</b></p>	<p><b>Fears</b></p> <ul style="list-style-type: none"> <li>• Security</li> <li>• How does the end user react (human perspective)</li> <li>• Fear of users fearing the robot</li> </ul>
<p><b>Expectations</b></p> <ul style="list-style-type: none"> <li>• When automations (and investments including infrastructure and skillsets) are in place they need to have financial savings and improve the quality of service to Canadian citizens – so agents can do more valuable tasks</li> <li>• Balance cost with value received</li> <li>• Extensive documentation</li> <li>• Training materials (and online training)</li> <li>• User groups and forums available online</li> </ul>	<p><b>Measures of Success</b></p> <ol style="list-style-type: none"> <li>1) <b>Implementation of software must be easy – install, develop, running, deploying, ....</b></li> <li>2) <b>Minimal integration -integration must be achievable by solutions architects (easy, intuitive, straight forward)</b></li> <li>3) <b>Easy deployment and maintainability</b></li> <li>4) <b>Shifting from one tool to another – transitioning processes from one tool to another – being able to import/convert from a different platform (compatibility)</b></li> </ol> <ul style="list-style-type: none"> <li>• Leveraging defacto standard of the industry – be able to go cloud based rather than server based (and another example is being object oriented, feature rich tools)</li> <li>• Don't want to be locked down with obscure tech that will take months to learn</li> </ul>



## Robotics Processing Automation (RPA)

Hiring Manager

**Persona Name: Harold**



- Goes through the procurement process to find the right resource (e.g. develop the SOW, understand the skillsets, outline the tasks they will be working on, state the outcomes).
- Must have some knowledge of various procurement options to procure these positions.
- May bring in resources under a fixed price or time and material: fixed price for a team and time and materials for when we are requiring, for example, thought leadership in that space for guidance. Hiring manager needs to know when to use one approach vs another.
- Interviews candidates and completes reference checks.
- Onboardings the resource, which should not be underestimated (e.g. coordinate accesses to various environments and platforms, software, security, providing access to the required equipment.)
- Oversight of the work.
- Reviews and provides feedback of work performed.
- Communicates directly with the consultants. Seeks updates on deliverables, to discuss issues, to resolve issues.
- Communicates with the manager of the consultants, the Developers, the BAs, the Architects based on what we need.
- Reviewing and signing timesheets; tracking burn rate. Cash management.
- Requests and reviews regular progress reports.
- Provides feedback to the firm on the consultant’s performance. Responds to surveys provided by the firm to assess how their consultants are doing.

### Demographics:

- Job classification: Depends. FI4, AS6-AS7, CS3-CS4 – Manager level

Goals	Challenges
<ul style="list-style-type: none"> <li>• Trying to get people in quickly.</li> <li>• Finding the right people: most qualified, best fit for the problem space we are working in.</li> <li>• Be able to augment our core team of employees.</li> <li>• Address a struggle of not having a skill set from our current pools.</li> <li>• Whoever you bring in will help augment our internal teams and offer knowledge and experience transfer.</li> <li>• In some cases, we are sourcing a new capability that currently doesn’t exist.</li> <li>• Knowledge transfer is expected.</li> <li>• Reach into a bench depth and specific knowledge and skills.</li> <li>• To be specific on the outcomes we are seeking to achieve and ability to benefit from fixed price for an outcome.</li> <li>• To build up a capability offering.</li> </ul>	<ul style="list-style-type: none"> <li>• Making sure SMEs are available when required.</li> <li>• Battles for top talent and pools are limited. Everyone is on an RPA journey of some kind and so competing for resources between departments.</li> <li>• Non-technical individuals hiring technical resources.</li> <li>• Qualifying the right skills when not technical.</li> <li>• Need to hire a consultant to work on security that will be used for automation – the business side is not getting much support from IT to hire a consultant to do IT Security work.</li> <li>• Finding people with clearances or expediting clearances with a demonstrated pressing need.</li> <li>• When industry is unable to clearly demonstrate to government their capability but having the capability.</li> </ul>



<ul style="list-style-type: none"> <li>• To bring in a team (fixed price) or and individual (e.g. thought leadership) on time and materials.</li> </ul>	<ul style="list-style-type: none"> <li>• The resume may not truly showcase the capabilities – may be missing out on good candidates or may be screening in the wrong people. Critical.</li> <li>• Fixed price vs time and material.</li> <li>• Difficult to manage scope and schedule.</li> <li>• Testing environments are available (we have limited environments).</li> <li>• Our ecosystem includes diversity, millennials – we need to consider this into onboarding: the role of the Contractor and the role of GC when onboarding consultants.</li> <li>• We assume that the company we hire is doing the right briefing and preparation for all the resources being deployed to GC. We have the right to hold accountable but if we want to ensure they get it right, no room for error and so we have a level of obligation to onboard and verify the knowledge. (Tripartite)</li> </ul>
<p><b>Values</b></p> <ul style="list-style-type: none"> <li>• Company bench depth to the position.</li> <li>• Having access to a deep eco-system at the right price point.</li> <li>• The competencies we are attracting is coming out of the right organization.</li> <li>• Companies that can drive the high value outcomes by leveraging what we have in place.</li> <li>• Companies that have partnerships with a deep depth of work – when we are looking for the digital competencies we are after, the tech is at the forefront.</li> <li>• A motley crew that understands the machinery of government.</li> <li>• New points of view and perspectives, experience elsewhere.</li> <li>• The consultant to deliver what we expect them to deliver.</li> <li>• That consultant stays within scope and schedule.</li> <li>• Capacity (#s) vs capability (skillset):</li> <li>• The fact that if we secure the right person, we have confidence they will not leave – this is a big problem.</li> <li>• Consultants that fulfill the duration of their contract.</li> <li>• Flexibility: to adapt to changing circumstances.</li> <li>• Solution oriented attitude, have access to other resources they can reach out to, can tap into a network to problem solve.</li> <li>• Options analysis: show me so that we can make the right choices.</li> </ul>	<p><b>Fears</b></p> <ul style="list-style-type: none"> <li>• That what we are hiring is mis-aligned with the tech and licensing already at play.</li> <li>• Lowest price compliant not always procuring what we need.</li> <li>• Resources that do not have much experience with the Federal Government and its constraints. Can lead to misunderstandings.</li> <li>• Making the wrong choices and writing a vehicle with a race to the bottom and dealing with contract admin as opposed to achieving outcomes.</li> <li>• Losing good resources. Having to continuously start over and slow down development.</li> <li>• Consultants without the proper briefings and understanding of the environment doing more harm than good.</li> <li>• Pushed deadlines that impact other deadlines.</li> <li>• Contractors that drop and leave.</li> <li>• Substitution mid-stream and having to work with a new resource and starting over.</li> <li>• Having to go back to the administrative cycle.</li> <li>• The solutions provided do not work.</li> <li>• Loss of intellectual property.</li> <li>• Locked into something where you do not have the internal knowledge creating a dependency with that consultant.</li> <li>• Someone who completely disrupts the culture.</li> </ul>



<ul style="list-style-type: none"><li>• Ensure the contractors are familiar with IT policies related to what we can do with IT equipment we provide them with.</li><li>• Professionalism, autonomous, self-starters and go about their business.</li><li>• Reliable to delivering on their commitment and deliverables.</li><li>• Speed to solution – Need now, find money now and how do I get to getting the competencies I need in a timely way to meet my needs.</li></ul>	
<p><b>Expectations</b></p> <ul style="list-style-type: none"><li>• Knowledge transfer</li><li>• Resources we hire must have the balance of communications and people skills as well as technology (the interview will be important).</li><li>• Able to explain why they are charging us for what work – linking the work and the time, invoicing, and deliverables.</li><li>• Will comply with what is in the SOW (e.g. will respond within X time – meet the commitments)</li><li>• Deliver value.</li><li>• Upskill our current team.</li><li>• To be the SME (total bundle of satisfaction).</li><li>• Achieve the bar.</li><li>• When you provide them with information, they actually go through it.</li><li>• Work in my interest as the client – make us look successful.</li><li>• Accept to collaborate with other groups.</li><li>• Companies are preparing their consultants to work in a Fed GC context. Understand basic policies, regulations, procedures (see above).</li><li>• To be given timesheets with the right timelines to action on.</li></ul>	<p><b>Measures of Success</b></p> <ol style="list-style-type: none"><li>1. <b>Demonstrate that they have a practice in new and emerging tech. (demonstrated depth – not the chasing game).+5</b></li><li>2. <b>Demonstrated delivering value. +3</b></li><li>3. <b>Proof of concept or technology to see what the organization can do to demonstrate their value proposition.+2</b></li><li>4. <b>Experience of relevance. +1</b></li></ol> <ul style="list-style-type: none"><li>• Rated required around diverse partnerships - ecosystem.</li><li>• Demonstrated quality of the documentation, of the outputs: concise, to the point, well written.</li><li>• Measure of capability and depth (not just capacity).</li><li>• Business is provided with the information required to do the business transformation.</li></ul>



## Robotic Process Automation - Professional Services

### Attachment 3 - Official Languages Act

#### **Official Languages Act**

To be compliant with the provisions of the *Official Languages Act*, Professional Services must meet, at a minimum, the following requirements:

- a) training delivery must be provided in either English or French, or both official languages;
- b) instructions, reports, and course material must be available in either English or French, or both, as specified by Canada.
- c) support services provided by experts must be provided in English or French, or both, as specified by Canada.