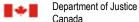# Data Science Services

STATEMENT OF WORK - DRAFT

1	TITLE

Data science services on issues related to criminal justice system involvement

2	OBJECTIVE

To acquire quantitative data science services on issues related to criminal justice system involvement, on an as and when required basis.

3	BACKGROUND STATEMENT

The Government of Canada's Budget 2021 committed to improving the availability and use of disaggregated criminal justice data to support policy responses to the overrepresentation of Indigenous, Black and racialized people in the criminal justice system (CJS). This commitment has led to the creation of the Justice Data Modernization Initiative (JDMI).

The CJS does not exist in isolation. People become involved in the CJS, both as offenders and as victims, because of social and economic risk factors. A modern CJS will look at the root causes or "social determinants" of crime. Justice Canada will use new funding under the JDMI to examine how social and economic factors experienced over a life-course contribute to involvement in the CJS, including for Indigenous, Black and racialized people. Research under the JDMI will examine how CJS and social infrastructure interventions (such as employment, education, housing, child care, income assistance, health care and others) can be leveraged to reduce CJS involvement, as both victims and offenders.

Projects under this initiative will harness the tools and methods of data science, to gather, combine, store and analyse data in new ways. This could involve data development projects, for example, linking programmatic data from various social sectors to national justice data to assess the impact of these programs on criminal justice outcomes. Programs could include those administered by the federal government, provinces and territories, municipalities and other organizations. Quantitative research approaches could examine the impact of interventions within the criminal justice or the social sector at different stages of the life course, and could include interventions aimed at preventing a first contact with the CJS, reducing the amount of time someone spends in contact with the CJS, as well as the likelihood of re-victimization or re-offending. Projects under this initiative might also include predictive analytics approaches, such as policy simulation (including microsimulation), which is a method that quantitatively estimates the potential impact of a policy, program or legislative change or implementation on individuals. Other research approaches of interest include but are not limited to: primary and secondary data analysis, experimental / quasi-experimental studies, geospatial analysis and machine learning.

4	TERMINOLOGY

The following list of definitions and acronyms is relevant to, and forms a part of, this Statement of Work (SOW). The list of definitions provided below is not exhaustive, but rather is intended to ensure clarity of understanding of critical terms used within this SOW.

Term/Acronym	Definition
Indigenous People	For the purpose of the resulting Standing Offers, Indigenous people includes First Nations, Inuit, Métis and Non-Status First Nation populations in Canada, including those who live in urban settings.
Racialized People	For the purpose of the resulting Standing Offers, non-white people in Canada that can be the target of racism, excluding Indigenous people.
	Racism is an ideology that either directly or indirectly asserts that one group is inherently superior to others. It can be openly displayed are unconsciously held. Racism operates at a number of levels, in particular, individual, systemic and societal. Source : http://www.ohrc.on.ca/en/racial-discrimination-race-and-racism-fact-sheet
	This definition does not intend to suggest that white people represent a "norm" or a "non-race," or that non-white people should be conceptualized as one group.
Call-up	Under a valid Standing Offer Agreement (SOA), a call-up is a document prepared by the JUS Departmental Representative and issued by aJ US Contracting Officer to the Offeror, through which JUS will acquire the required services; and which will contain requirements for the provision of said services, which will be consistent with the Statement of Work (SOW), and may consist of any combination of the required services and deliverables.
	Upon acceptance of the call-up by the Offeror, the call-up forms a binding agreement.

Term/Acronym	Definition
Standing Offer Authority	The Standing Offer Authority shall be the sole authority on behalf of Canada for the administration and management of the SOA. Any changes to the SOA must be authorized in writing by the Standing Offer Authority.
Offeror	The qualified supplier selected pursuant to the competitive selection process, who is a party to a Standing Offer Agreement (SOA).
Departmental Representative	A person, occupying a specific position within JUS or fulfilling a specific organizational function, who is responsible for monitoring the Offeror's execution of the work under the SOA, as well as acting as a single point of contact on behalf of JUS.
Justice Canada (JUS)	Department of Justice Canada
National Capital Region (NCR)	National Capital Region
Statement of Work (SOW)	Statement of Work
Standing Offer Agreement (SOA)	An overarching agreement between JUS and an Offeror to provide services on an as-and-when-required basis. An SOA does not constitute a contract. Individual service requirements will be initiated via a call-up issued by JUS.
Data Science Services	For the purpose of the resulting Standing Offers, data science is the combination of statistical and computer science tools, techniques and methods to generate, collect, process, store, manage, analyze, visualize and interpret large and heterogeneous data sets. Services include direct application of data science tools, techniques and methods, as well as methodological advice and training.
Justice Data Modernization Initiative (JDMI)	Justice Data Modernization Initiative
Criminal justice system (CJS)	The CJS in Canada consists of interrelated parts that work together in relation to individuals (e.g., accused, offenders, victims) involved in criminal activities: policing, courts, corrections, parole.
Policy Simulation	A method that quantitatively estimates the potential impact a policy, program or legislative change or implementation might have on individuals in a future time period.
Microsimulation	For the purpose of the resulting Standing Offers, a microsimulation model is a computer program that mimics the operation of government programs and demographic processes on individual ("micro") members of a population. The computer program simulates outcomes of interest (for example, CJS involvement) by applying actual or hypothetical rules to the data. Source: https://www.urban.org/research/data-methods/data-analysis/quantitative-data-analysis/microsimulation
Overrepresentation in the CJS	When there are more members of a particular group in contact with the CJS (as victim or offender) than one would expect based on their percentage of the population.
Peer-Reviewed Books or Journal Articles	Books or journal articles that are reviewed by subject experts who assess the quality and research merit of the book/article before publication.
Microdata	Individual responses or observations, before statistical analysis has been applied. Sometimes referred to as "raw" data. Source: https://libguides.uwinnipeg.ca/c.php?g=124941&p=5103383
Social Data	Numeric data related to human welfare and development, including employment, education, housing, child care, income assistance, health care and others.
Social Determinants of CJS Involvement	Socio-economic factors that lead to negative criminal justice outcomes for individuals (as victim or offender), including but not limited to: income, employment, housing, education and health.
GoC	Government of Canada

5   REQUIREMENT DESCRIPTION

5.1   Scope

Service is required on an "as and when" requested basis for:

- Data science services related to Statistics Canada microdata, or Canadian social or criminal justice sector microdata

The scope of work attached to each call-up against the SOA will identify the particular factual matters, issues, methodological design requirements, statistical analyses, relevant documents and materials and other areas of consideration that shall be researched, verified, documented, and reported upon.

All work is to be done in conformity with the instructions issued by the Departmental Representative.

5.2   Tasks / Detailed Services

The Offeror must, on an as and when required basis, carry out activities as described below that can include but are not limited to:

Data science services related to Statistics Canada microdata, or Canadian social or criminal justice sector microdata

Provide data science services in the following **competency areas**:
- Data development for data science research, covering a range of data development issues including but not limited to data governance, data management, data sharing, data linkages, data integration, and data collection and acquisition.
- Research using data science techniques, including but not limited to: big data analytics, machine learning, predictive modeling and policy simulation (including microsimulation, algorithm creation).
- Data visualization that leverages data of various kinds and/or from various sources with a focus on telling the data story in a meaningful way for a general audience.
- Programming to build data science-driven applications, including but not limited to: Python, SQL, R, HTML, JSON, Java.
- Design, usability and function of data science-driven applications.

And in the following **areas of application**:
- Statistics Canada microdata
- Canadian social or criminal justice sector microdata

Specific/detailed tasks and services will be identified on the call-up.

5.3   Deliverables and Acceptance Criteria

Deliverables will be as specified in each call-up and will include the provision of services as described in the above Scope of Work, as well as written progress/status reports and contract performance reports relating to the delivery of specific services and completion of assigned tasks.

Copies of deliverables will be delivered in the electronic format specified in the call-up.

All deliverables and working papers will, at minimum, be provided in English or in French. Depending on the nature of the call-up, the Offeror may be required to undertake certain tasks in English, in French or in both languages.

5.4   Support Provided by Canada

As required for the successful provision of research, analysis and advice, JUS will provide the Offeror any available relevant documents, research analysis, data, statistics, contact information on an as needed basis.

5.5   Travel

There may be the occasional requirement for Offeror travel to locations as specified in the call-up. If required, any travel must be authorized in advance by the Departmental Representative and undertaken in accordance with the Treasury Board Secretariat (TB) Travel Directive. The Offeror will be reimbursed for previously authorized travel, accommodation and living expenses associated, in accordance with TB Directives.

Except when on-site work at JUS premises is required and identified in the call-up, the Offeror must provide their own premises, equipment, software, and tools necessary for the performance of the tasks outlined in the SOW.

5.6 **Access to Client's Premises and Systems / Access Restrictions**

Access to JUS premises is not anticipated to be required. The Offeror may be required to access Statistics Canada Research Data Centres, for which GoC Reliability security status is required.

5.7 **Relevant Policies, Standards, Methodologies**

REPORTING REQUIREMENTS

The Offeror is responsible for facilitating and maintaining communication with the Departmental Representative regarding the progress of work completed under any call-up(s) under the SOA.

Upon request from the Departmental Representative, the Offeror must provide ad hoc written or oral status updates relating to any work in progress under any call-up.

In addition, the Offeror must immediately notify the Departmental Representative of any issues, problems, or areas of concern that could adversely affect the ability of the Offeror to complete the work specified under any call-up within agreed upon deadlines.

INTELLECTUAL PROPERTY

The Department of Justice Canada has determined that any Intellectual Property arising from the performance of the Work under the Standing Offer Agreement will vest in Canada for the following reason: the main purpose of the Standing Offer Agreement, or of the deliverables for is to generate knowledge and information for public dissemination.

GENDER-BASED ANALYSIS PLUS

The GoC is committed to supporting the full implementation of Gender-based analysis plus (GBA Plus) across federal departments and agencies. JUS's Policy on GBA Plus ensures that its activities are aligned with these commitments. GBA Plus is an analytical process used to assess how diverse groups of women, men and gender diverse people may experience policies, programs and initiatives. The "plus" examines how sex and gender intersect with other identity characteristics such as race, ethnicity, immigrant status, Indigenous identity, socioeconomic factors, age, ability, location of residence, and sexual orientation, among others. More information on GoC's approach is available at https://women-gender-equality.canada.ca/en/gender-based-analysis-plus/government-approach.html and training is available through the "Introduction to GBA Plus" online course: https://women-gender-equality.canada.ca/en/gender-based-analysis-plus/take-course.html.

As specified in the SOW attached to each call-up against the SOA, the final report or deliverable may include a requirement for a discussion on how diversity and intersectionality were considered in the research process and include any disaggregated data/information available when possible. This includes taking a distinctions-based approach (First Nations, Inuit, Métis) when doing any Indigenous-focused research.

5.8 **Environmental Considerations**

As of April 2006, the GoC issued a policy directing federal departments and agencies to take the necessary steps to acquire products and services that have a lower impact on the environment than those traditionally acquired. The environmental impact assessment of a product and/or service considers the whole life cycle of the product and/or service. Therefore, JUS encourages product/service Offerors to improve their operations to reduce their negative impact on the environment.

5.8.1 **Environmental Properties Behaviour Recommended**

Paper consumption:

The Departmental Representative and the Offeror are encouraged to:

• Provide and transmit draft and final material in electronic format. Should printed material be required, double sided printing in black and white format is the default unless otherwise specified by the Departmental Representative.

• Printed material is requested on minimum recycled content of 30% and/or certified as originating from a sustainable managed forest.

• Recycle unneeded printed documents (in accordance with Security Requirements).

Use of teleconference and public transit

The Departmental Representative and the Offeror are encouraged to:

- use video and/or teleconferencing where possible to cut down unnecessary travel.

- use public transit where feasible.

RESULTING SOAs

It is anticipated that JUS will award up to ten (10) SOAs as a result of the solicitation based on their ranking of highest combined rating of technical merit (70%) ad price (30%). Each awarded SOA will be from date of award to March 31, 2026, with the option to extend by two (2) additional one (1) year periods. The maximum value of a call-up under a SOA will be $300,000 inclusive of taxes. Inclusive of taxes, JUS has approximately $1,400,000.00 available for issuance of call-ups through fiscal year 2025/26.

CALL-UP ASSIGNMENT AND PROCESS

Call-ups will be awarded by JUS to the Offeror who, in JUS's exclusive determination, can best render the requirements, based on the following combination of factors:

       a)   the availability of Offeror's resources;
       b)   the need for specific types of services and subject matter expertise, taking into consideration any previous experience of the Offeror related to a particular issue;
       c)   the Official Language in which the required services shall be delivered;
       d)   the location where the required services shall be performed and (or) delivered within Canada without having to incur any travel expenses; and
       e)   the estimated cost to complete the work.

No guarantee of volume of work or exclusivity

By awarding a SOA to an Offeror it does not result in any commitment by JUS to obtain services from any Offeror. JUS makes no guarantee of the value or volume of the deliverables that may be required over the term of the SOA. Neither the SOA or a resulting call-up will be an exclusive commitment for the provision of the deliverables. JUS may engage with other Offerors or outside sources for services the same as or similar to the deliverables or may obtain such services internally if possible.

EVALUATION CRITERIA

It is the sole responsibility of Bidders to provide sufficient information in their proposals to enable JUS to complete its evaluation. Selection and evaluation is based on a "rules of evidence" approach, such that the Bidder's offer is the sole demonstration of the Bidder's capacity to fulfil the work as described in this SOW. No prior knowledge of, or experience with, the Bidder or the Bidder's work will be taken into consideration.

Evaluation consist of the following two (2) sub-stages:

Sub-stage 1: Mandatory criteria

JUS will review the responses to determine whether the mandatory criteria have been met. The mandatory criteria must be met (assessment on a pass/fail basis) before the rated criteria can be considered. Questions or queries on the part of JUS as to whether a response has met the mandatory criteria will be subject to the verification and clarification process. Only respondents who meet the mandatory requirements will move on to the next sub-stage.

Sub-stage 2: Rated criteria

JUS will evaluate each qualified response on the basis of the rated criteria.

Respondents will be evaluated on the extent to which the resources submitted under this RFSO have the qualifications and experience related to competencies and areas of application that JUS is seeking.

Number of Resources Evaluated:

The Bidder must propose at least one (1) Senior Resource and no more than two (2) Other Resources, for a total of three (3) resources. Additional resources will only be assessed after contract award once specific tasks are requested of the Contractor. The Contractor will be requested to propose resource(s) to satisfy the specific requirement based on the Statement of Work. The proposed resource(s) will then be assessed against the criteria identified in the Contract's Statement of Work.

Pass-mark

In order to be judged acceptable, proposals must meet all the mandatory requirements. In addition, only bidders that achieve a pass-mark of 70% overall on rated criteria (technical merit) will be considered for selection on the basis of their financial proposal.

Community Experience

While community experience is a rated rather than a mandatory criterion, there may be instances where Call Ups for specific work will be awarded to contractors with previous community experience due to the nature of the work.

MANDATORY CRITERIA

Bidders can propose a maximum of three (3) resources. If only one (1) resource is proposed, that resource will be considered the Senior Resource and must meet all the requirements. Bidders proposing two (2) or three (3) resources must identify exactly one (1) Senior Resource that meets all the mandatory requirements under "Mandatory criteria – Senior Resource."

Mandatory criteria – BIDDER	Documents that will be evaluated	Points
MB1 Bidder Information Proposals must include a maximum 500 word description of the bidder (if an individual or group of individuals) or of the company/organization bidding describing their experience in providing services relevant to the requirement.	Description submitted by Bidder	Pass/Fail
MB2 Resources Information Proposals must include a résumé for each of the proposed resource(s).	Résumés submitted Bidder	Pass/Fail

Mandatory criteria – SENIOR RESOURCE	Documents that will be evaluated	Points
MSR1 Education Data science services: A Master's degree from a recognized university with an acceptable specialization in Economics, Social Sciences, Statistics, Computer Science, Computer Engineering or a field relevant to the requirement (a justification must be provided in order to show how the education attainment enables resource to undertake data science analysis) with at least three (3) accredited courses at the Master's level or above related to data science. A graduate thesis wherein data science methods were applied counts as an accredited course. Proof of education, a photocopy of degree(s), must be provided. Proof of degree equivalency from a recognized agency must be submitted for degrees granted outside Canada.	Template 1: Qualifications Proof of education, a photocopy of degree(s) Proof of degree equivalency from a recognized agency if degree granted outside Canada	Pass/Fail
MSR2 Publications / Presentations Data science services: Listed as an author on at least one (1) peer-reviewed book or journal article in the past five (5) years directly relevant to both one (1) competency area and one (1) area of application. OR Listed as a presenter on at least (2) conference presentations in the past five (5) years directly relevant to at least (1) competency area and at least one (1) area of application. In Template 1, a hyperlink to either the full publication/presentation or an abstract that confirms authorship must be submitted. Publications/presentations or abstracts not available online will not be considered.	Template 1: Qualifications	Pass/Fail

M3SR Project Experience
 	
Data science services:
 	
Experience leading at least three (3) projects within the past five (5) years, where each project:
 	
    a)   Involved the resource applying methods directly relevant to two (2) of the competency areas AND;
 	
    b)   The primary subject matter of the project is directly relevant to one (1) area of application.
 	
Projects conducted as part of a certificate, diploma or degree program will not be considered.
	Template 2: Project Experience	Pass/Fail

Clients may be contacted to validate the resource's stated experience.

Competency Areas:

- Data development for data science research, covering a range of data development issues including but not limited to data governance, data management, data sharing, data linkages, data integration, and data collection and acquisition.
- Research using data science techniques, including but not limited to: big data analytics, machine learning, predictive modeling and policy simulation (including microsimulation, algorithm creation).
- Data visualization that leverages data of various kinds and/or from various sources with a focus on telling the data story in a meaningful way for a general audience.
- Programming to build data science-driven applications, including but not limited to: Python, SQL, R, HTML, JSON, Java.
- Design, usability and function of data science-driven applications.

Areas of application:

- Statistics Canada microdata
- Canadian social or criminal justice sector microdata

Mandatory criteria – OTHER RESOURCES	Documents that will be evaluated	Points
MOR1 Education Data science services: A post-secondary degree or certificate from a recognized university or college with an acceptable specialization in Economics, Social Sciences, Statistics, Computer Science, Computer Engineering or a field relevant to the requirement (a justification must be provided in order to show how the education attainment enables resource to undertake data science analysis) with at least one (1) accredited course at the post-secondary level or above related to data science. A thesis course wherein data science methods were applied counts as an accredited course. Proof of education, a photocopy of degree(s), must be provided. Proof of equivalency from a recognized agency must be submitted for a degree or certificate granted outside Canada.	Template 1: Qualifications Proof of education, a photocopy of degree or certificate(s) Proof of degree or certificate equivalency from a recognized agency if degree granted outside Canada	Pass/Fail
MOR2 Project Experience Data science services: Experience as a project team member for at least two (2) projects within the past five (5) years, where each project: a) Involved the resource applying methods directly relevant to two (2) of the competency areas AND; b) The primary subject matter of the project is directly relevant to one (1) area of application. Projects conducted as part of a certificate, diploma or degree program will not be considered. Clients may be contacted to validate the resource's stated experience.	Template 2: Project Experience	Pass/Fail

RATED CRITERIA – TECHNICAL MERIT

A bidder can propose a maximum of one (1) Senior Resource and (2) Other Resources, for a total of three (3) resources. For each rated criteria, the final score will be the average score of all qualified resources – a maximum of three (3) per Bidder.

For each qualified resource proposed by the bidder, a maximum of seven (7) projects will be rated in addition to those submitted under the mandatory criteria.

Rated Criteria	Available Points
Resource qualifications	20

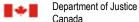|		
Resource project experience	50	
Total	**70**	
Pass mark	**49**	
Community experience *not included in the minimum number of points required to be compliant*	5	
Total	**75**	

Data science services

Criteria R1 – Resource Qualifications	Evaluation Factors	Documents that will be evaluated	Available Points
R1.1 Highest Level of Education	Senior Resource 12 points for a PhD with an acceptable specialization in Economics, Social Sciences, Statistics, Computer Science, Computer Engineering or a field relevant to the requirement (a justification must be provided in order to show how the education attainment enables resource to undertake data science analysis) with at least three (3) accredited courses at the Master's or PhD level or above related to data science. A graduate thesis involving data science counts as an accredited course. Proof of education and Canadian equivalency if applicable must be submitted. Other Resource/s 4 points for a Bachelor's degree with an acceptable specialization in Economics, Social Sciences, Statistics, Computer Science, Computer Engineering or a field relevant to the requirement (a justification must be provided in order to show how the education attainment enables resource to undertake data science analysis) with at least two (2) accredited courses at the Bachelor's level or above related to data science. A thesis course involving application of data science methods counts as an accredited course. Proof of education and Canadian equivalency if applicable must be submitted. 8 points for a Master's degree with an acceptable specialization in Economics, Social Sciences, Statistics, Computer Science, Computer Engineering or a field relevant to the requirement (a justification must be provided in order to show how the education attainment enables resource to undertake data science analysis) with at least two (2) accredited courses at the Master's level or above related to data science. A graduate thesis involving involving application of data science methods counts as an accredited course. Proof of education and Canadian equivalency if applicable must be submitted. 12 points for a PhD with an acceptable specialization in Economics, Social Sciences, Statistics, Computer Science, Computer Engineering or a field relevant to the requirement (a justification must be provided in order to show how the education attainment enables resource to undertake data science analysis) with at least three (3) accredited courses at the Master's or PhD level or above related to data science. A graduate thesis involving involving application of data science methods counts as an accredited course. Proof of education and Canadian equivalency if applicable must be submitted.	Template 1: Qualifications Proof of education, a photocopy of degree(s) Proof of degree equivalency from a recognized agency if degree granted outside Canada	12
R1.2 Peer-Reviewed Publications and Presentations	Senior Resource	Template 1: Qualifications	4

	Only publications and presentations additional to those identified under the Mandatory Criteria will be counted. One (1) points per peer-reviewed publication or presentation, up to four (4) points. Each publication must be directly relevant to at least one (1) of the competency areas and one (1) of the areas of application. In Template 1, a hyperlink to either the full publication/presentation or an abstract that confirms authorship must be submitted. Publications/presentations or abstracts not available online will not be considered. <u>Other Resources</u> One (1) points per peer-reviewed publication or presentation, up to four (4) points. Each publication must be directly relevant to at least one (1) of the competency areas and one (1) areas of application. In Template 1, a hyperlink to either the full publication/presentation or an abstract that confirms authorship must be submitted. Publications/presentations or abstracts not available online will not be considered.		
R1.3 Data science certifications	Two (2) points per certification directly relevant to any competency areas, up to four (4) points. In-house certifications issued by the resource's employer are not eligible. Certifications must be issued by a vendor the bidder is not employed by, or an industry group, and must involve taking a proctored exam.	Template 1: Qualifications	4
Sub-Total			/20
Criteria R2 – Resource Project Experience	**Evaluation Factors**	**Documents that will be evaluated**	**Available Points**
R2.1 Experience in data science competency areas	Only projects additional to those identified under the Mandatory Criteria will be counted. Three (3) points, up to a maximum of fifteen (15) points, will be allocated per unique project in the past five (5) years where the resource undertook activities directly related to any of the competency areas. Clients may be contacted to validate the resource's stated experience	Template 2: Project Experience	15
R2.2 Experience in data science areas of application	Only projects additional to those identified under the Mandatory Criteria will be counted. Three (3) points, up to a maximum of fifteen (15) points, will be allocated per unique project in the past five (5) years where the primary subject matter of the project is directly related to any of the areas of application. Clients may be contacted to validate the resource's stated experience.	Template 2: Project Experience	15
R2.3 Experience providing data science services to government	Projects may include those identified under the Mandatory Criteria.	Template 2: Project Experience	14

	Two (2) points, up to a maximum of fourteen (14) points, will be allocated per unique project in the past seven (7) years where the resource was part of the project team that undertook a contract for a Canadian municipal, provincial or federal government organization. Each project must involve delivering services directly related to at least one (1) of the competency areas and at least one (1) of the areas of application. Clients may be contacted to validate the resource's stated experience.		
R2.4 Experience conducting data science projects funded by federal granting agencies	Two (2) points, up to a maximum of six (6) points, will be allocated per unique grant in the past seven (7) years where the resource was named in the grant as the principal investigator / project director, or co-investigator/co-director. The grant must be directly related to any of the competency areas or areas of application. The grant must be issued directly by one of the three federal research funding agencies: the Social Sciences and Humanities Research Council of Canada (SSHRC), the Canadian Institutes of Health Research (CIHR), and the Natural Sciences and Engineering Research Council of Canada (NSERC). Federal granting agencies may be contacted to validate the resource's stated grants.	Template 2: Project Experience	6
Sub-total			/50
Total			**/70**
Criteria R3 – Community experience *not included in the minimum number of points required to be compliant*	**Evaluation Factors**	**Documents that will be evaluated**	**Available Points**
R3 Community experience	Five (5) points, should the resource have: • Indigenous or racialized community experience. This includes demonstrating close relationships and experience with First Nations, Inuit or Métis communities, or with racialized communities. The communities must be located in Canada. Points will be allocated as follows: 0 = No information provided or information provided does not demonstrate community experience to a satisfactory level 3 = Information provided that demonstrates community experience to a satisfactory level (some improvement possible) 5 = Information provided that demonstrates community experience to an excellent level (very little improvement possible)	Template 3: Community experience	5
Sub-total			/5

Quantitative Research Services

STATEMENT OF WORK - DRAFT

1   **TITLE**

Quantitative research services on issues related to criminal justice system involvement

2   **OBJECTIVE**

To acquire quantitative research or data science services on issues related to criminal justice system involvement, on an as and when required basis.

3   **BACKGROUND STATEMENT**

The Government of Canada's Budget 2021 committed to improving the availability and use of disaggregated criminal justice data to support policy responses to the overrepresentation of Indigenous, Black and racialized people in the criminal justice system (CJS). This commitment has led to the creation of the Justice Data Modernization Initiative (JDMI).

The CJS does not exist in isolation. People become involved in the CJS, both as offenders and as victims, because of social and economic risk factors. A modern CJS will look at the root causes or "social determinants" of crime. Justice Canada will use new funding under the JDMI to examine how social and economic factors experienced over a life-course contribute to involvement in the CJS, including for Indigenous, Black and racialized people. Research under the JDMI will examine how CJS and social infrastructure interventions (such as employment, education, housing, child care, income assistance, health care and others) can be leveraged to reduce CJS involvement, as both victims and offenders.

Projects under this initiative will harness the tools and methods of data science, to gather, combine, store and analyse data in new ways. This could involve data development projects, for example, linking programmatic data from various social sectors to national justice data to assess the impact of these programs on criminal justice outcomes. Programs could include those administered by the federal government, provinces and territories, municipalities and other organizations. Quantitative research approaches could examine the impact of interventions within the criminal justice or the social sector at different stages of the life course, and could include interventions aimed at preventing a first contact with the CJS, reducing the amount of time someone spends in contact with the CJS, as well as the likelihood of re-victimization or re-offending. Projects under this initiative might also include predictive analytics approaches, such as policy simulation (including microsimulation), which is a method that quantitatively estimates the potential impact of a policy, program or legislative change or implementation on individuals. Other research approaches of interest include but are not limited to: primary and secondary data analysis, experimental / quasi-experimental studies, geospatial analysis and machine learning.

4   **TERMINOLOGY**

The following list of definitions and acronyms is relevant to, and forms a part of, this Statement of Work (SOW). The list of definitions provided below is not exhaustive, but rather is intended to ensure clarity of understanding of critical terms used within this SOW.

Term/Acronym	Definition
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Racialized People	For the purpose of the resulting Standing Offers, non-white people in Canada that can be the target of racism, excluding Indigenous people.
	Racism is an ideology that either directly or indirectly asserts that one group is inherently superior to others. It can be openly displayed are unconsciously held. Racism operates at a number of levels, in particular, individual, systemic and societal. Source : http://www.ohrc.on.ca/en/racial-discrimination-race-and-racism-fact-sheet
	This definition does not intend to suggest that white people represent a "norm" or a "non-race," or that non-white people should be conceptualized as one group.
Call-up	Under a valid Standing Offer Agreement (SOA), a call-up is a document prepared by the JUS Departmental Representative and issued by aJ US Contracting Officer to the Offeror, through which JUS will acquire the required services; and which will contain requirements for the provision of said services, which will be consistent with the Statement of Work (SOW), and may consist of any combination of the required services and deliverables.
	Upon acceptance of the call-up by the Offeror, the call-up forms a binding agreement.

Term/Acronym	Definition
Standing Offer Authority	The Standing Offer Authority shall be the sole authority on behalf of Canada for the administration and management of the SOA. Any changes to the SOA must be authorized in writing by the Standing Offer Authority.
Offeror	The qualified supplier selected pursuant to the competitive selection process, who is a party to a Standing Offer Agreement (SOA).
Departmental Representative	A person, occupying a specific position within JUS or fulfilling a specific organizational function, who is responsible for monitoring the Offeror's execution of the work under the SOA, as well as acting as a single point of contact on behalf of JUS.
Justice Canada (JUS)	Department of Justice Canada
National Capital Region (NCR)	National Capital Region
Statement of Work (SOW)	Statement of Work
Standing Offer Agreement (SOA)	An overarching agreement between JUS and an Offeror to provide services on an as-and-when-required basis. An SOA does not constitute a contract. Individual service requirements will be initiated via a call-up issued by JUS.
Quantitative Research Services	Systematic inquiry into human phenomena that collects and analyzes data that is numerical in nature. Services includes primary and secondary research, as well as methodological advice and training.
Justice Data Modernization Initiative (JDMI)	Justice Data Modernization Initiative
Criminal justice system (CJS)	The CJS in Canada consists of interrelated parts that work together in relation to individuals (e.g., accused, offenders, victims) involved in criminal activities: policing, courts, corrections, parole.
Policy Simulation	A method that quantitatively estimates the potential impact a policy, program or legislative change or implementation might have on individuals in a future time period.
Microsimulation	For the purpose of the resulting Standing Offers, a microsimulation model is a computer program that mimics the operation of government programs and demographic processes on individual ("micro") members of a population. The computer program simulates outcomes of interest (for example, CJS involvement) by applying actual or hypothetical rules to the data. Source: https://www.urban.org/research/data-methods/data-analysis/quantitative-data-analysis/microsimulation
Overrepresentation in the CJS	When there are more members of a particular group in contact with the CJS (as victim or offender) than one would expect based on their percentage of the population.
Peer-Reviewed Books or Journal Articles	Books or journal articles that are reviewed by subject experts who assess the quality and research merit of the book/article before publication.
Microdata	Individual responses or observations, before statistical analysis has been applied. Sometimes referred to as "raw" data. Source: https://libguides.uwinnipeg.ca/c.php?g=124941&p=5103383
Social Data	Numeric data related to human welfare and development, including employment, education, housing, child care, income assistance, health care and others.
Social Determinants of CJS Involvement	Socio-economic factors that lead to negative criminal justice outcomes for individuals (as victim or offender), including but not limited to: income, employment, housing, education and health.
GoC	Government of Canada

5   REQUIREMENT DESCRIPTION

5.1   Scope

Service is required on an "as and when" requested basis for:

- Quantitative research related to Indigenous, Black or racialized people in the Canadian criminal justice system, or the social determinants of criminal justice system involvement in Canada

The scope of work attached to each call-up against the SOA will identify the particular factual matters, issues, methodological design requirements, statistical analyses, relevant documents and materials and other areas of consideration that shall be researched, verified, documented, and reported upon.

All work is to be done in conformity with the instructions issued by the Departmental Representative.

5.2   Tasks / Detailed Services

The Offeror must, on an as and when required basis, carry out activities as described below that can include but are not limited to:

Quantitative research services related to Indigenous, Black or racialized people in the Canadian criminal justice system, or the social determinants of criminal justice system involvement in Canada.

Provide quantitative research services in the following **competency areas**:
- Designing and implementing quantitative research projects, including validation and assessment of research approaches, identification of appropriate methodologies, development and testing of data collection methods, testing and use of analytical frameworks, and communication of research findings in different formats, targeted to specific audiences.
- Quantitative research methods, including primary data collection from survey and other data sources, mining of existing data sets (e.g. Census, Statistics Canada Surveys, administrative data), multivariate data analysis techniques to analyze structured data related to demographic and/or economic and/or social, and potentially other characteristics, inferential and causal analysis and modelling using statistical tools including SPSS, SAS, EViews, Stata, R or other similar statistical software.
- Analysis of large data sets, including those available at Statistics Canada Research Data Centres.
- Simulation techniques to predict/project disaggregated demographic, and/or economic and/or social outcomes.
- Program evaluation employing experimental methodologies that allow for the analysis of causal attribution, including experimentation, randomized controlled trials, and quasi-experimental designs.
- Meta-analysis to quantitatively and systematically assess the results of previous research to derive conclusions about that body of research, including combining data from multiple studies to evaluate an overall effect size.

And in the following **areas of application**:
- Indigenous people in the Canadian CJS
- Black or Racialized people in the Canadian CJS
- Social determinants of CJS in Canada

Specific/detailed tasks and services will be identified on the call-up.

5.3   Deliverables and Acceptance Criteria

Deliverables will be as specified in each call-up and will include the provision of services as described in the above Scope of Work, as well as written progress/status reports and contract performance reports relating to the delivery of specific services and completion of assigned tasks.

Copies of deliverables will be delivered in the electronic format specified in the call-up.

All deliverables and working papers will, at minimum, be provided in English or in French. Depending on the nature of the call-up, the Offeror may be required to undertake certain tasks in English, in French or in both languages.

5.4   Support Provided by Canada

As required for the successful provision of research, analysis and advice, JUS will provide the Offeror any available relevant documents, research analysis, data, statistics, contact information on an as needed basis.

5.5   Travel

There may be the occasional requirement for Offeror travel to locations as specified in the call-up. If required, any travel must be authorized in advance by the Departmental Representative and undertaken in accordance with the Treasury Board Secretariat (TB) Travel Directive. The Offeror will be reimbursed for previously authorized travel, accommodation and living expenses associated, in accordance with TB Directives.

Except when on-site work at JUS premises is required and identified in the call-up, the Offeror must provide their own premises, equipment, software, and tools necessary for the performance of the tasks outlined in the SOW.

5.6   **Access to Client's Premises and Systems / Access Restrictions**

Access to JUS premises is not anticipated to be required. The Offeror may be required to access Statistics Canada Research Data Centres, for which GoC Reliability security status is required.

5.7   **Relevant Policies, Standards, Methodologies**

REPORTING REQUIREMENTS

The Offeror is responsible for facilitating and maintaining communication with the Departmental Representative regarding the progress of work completed under any call-up(s) under the SOA.

Upon request from the Departmental Representative, the Offeror must provide ad hoc written or oral status updates relating to any work in progress under any call-up.

In addition, the Offeror must immediately notify the Departmental Representative of any issues, problems, or areas of concern that could adversely affect the ability of the Offeror to complete the work specified under any call-up within agreed upon deadlines.

INTELLECTUAL PROPERTY

The Department of Justice Canada has determined that any Intellectual Property arising from the performance of the Work under the Standing Offer Agreement will vest in Canada for the following reason: the main purpose of the Standing Offer Agreement, or of the deliverables for is to generate knowledge and information for public dissemination.

GENDER-BASED ANALYSIS PLUS

The GoC is committed to supporting the full implementation of Gender-based analysis plus (GBA Plus) across federal departments and agencies. JUS's Policy on GBA Plus ensures that its activities are aligned with these commitments. GBA Plus is an analytical process used to assess how diverse groups of women, men and gender diverse people may experience policies, programs and initiatives. The "plus" examines how sex and gender intersect with other identity characteristics such as race, ethnicity, immigrant status, Indigenous identity, socioeconomic factors, age, ability, location of residence, and sexual orientation, among others. More information on GoC's approach is available at https://women-gender-equality.canada.ca/en/gender-based-analysis-plus/government-approach.html and training is available through the "Introduction to GBA Plus" online course: https://women-gender-equality.canada.ca/en/gender-based-analysis-plus/take-course.html.

As specified in the SOW attached to each call-up against the SOA, the final report or deliverable may include a requirement for a discussion on how diversity and intersectionality were considered in the research process and include any disaggregated data/information available when possible. This includes taking a distinctions-based approach (First Nations, Inuit, Métis) when doing any Indigenous-focused research.

5.8   **Environmental Considerations**

As of April 2006, the GoC issued a policy directing federal departments and agencies to take the necessary steps to acquire products and services that have a lower impact on the environment than those traditionally acquired. The environmental impact assessment of a product and/or service considers the whole life cycle of the product and/or service. Therefore, JUS encourages product/service Offerors to improve their operations to reduce their negative impact on the environment.

5.8.1   **Environmental Properties Behaviour Recommended**

Paper consumption:

The Departmental Representative and the Offeror are encouraged to:

• Provide and transmit draft and final material in electronic format. Should printed material be required, double sided printing in black and white format is the default unless otherwise specified by the Departmental Representative.

• Printed material is requested on minimum recycled content of 30% and/or certified as originating from a sustainable managed forest.

• Recycle unneeded printed documents (in accordance with Security Requirements).

Use of teleconference and public transit

The Departmental Representative and the Offeror are encouraged to:

• use video and/or teleconferencing where possible to cut down unnecessary travel.

• use public transit where feasible.

RESULTING SOAs

It is anticipated that JUS will award up to ten (10) SOAs as a result of the solicitation based on their ranking of highest combined rating of technical merit (70%) ad price (30%). Each awarded SOA will be from date of award to March 31, 2026, with the option to extend by two (2) additional one (1) year periods. The maximum value of a call-up under a SOA will be $300,000 inclusive of taxes. Inclusive of taxes, JUS has approximately $1,400,000.00 available for issuance of call-ups through fiscal year 2025/26.

CALL-UP ASSIGNMENT AND PROCESS

Call-ups will be awarded by JUS to the Offeror who, in JUS's exclusive determination, can best render the requirements, based on the following combination of factors:

a)   the availability of Offeror's resources;
b)   the need for specific types of services and subject matter expertise, taking into consideration any previous experience of the Offeror related to a particular issue;
c)   the Official Language in which the required services shall be delivered;
d)   the location where the required services shall be performed and (or) delivered within Canada without having to incur any travel expenses; and
e)   the estimated cost to complete the work.

No guarantee of volume of work or exclusivity

By awarding a SOA to an Offeror it does not result in any commitment by JUS to obtain services from any Offeror. JUS makes no guarantee of the value or volume of the deliverables that may be required over the term of the SOA. Neither the SOA or a resulting call-up will be an exclusive commitment for the provision of the deliverables. JUS may engage with other Offerors or outside sources for services the same as or similar to the deliverables or may obtain such services internally if possible.

EVALUATION CRITERIA

It is the sole responsibility of Bidders to provide sufficient information in their proposals to enable JUS to complete its evaluation. Selection and evaluation is based on a "rules of evidence" approach, such that the Bidder's offer is the sole demonstration of the Bidder's capacity to fulfil the work as described in this SOW. No prior knowledge of, or experience with, the Bidder or the Bidder's work will be taken into consideration.

Evaluation consist of the following two (2) sub-stages:

Sub-stage 1: Mandatory criteria

JUS will review the responses to determine whether the mandatory criteria have been met. The mandatory criteria must be met (assessment on a pass/fail basis) before the rated criteria can be considered. Questions or queries on the part of JUS as to whether a response has met the mandatory criteria will be subject to the verification and clarification process. Only respondents who meet the mandatory requirements will move on to the next sub-stage.

Sub-stage 2: Rated criteria

JUS will evaluate each qualified response on the basis of the rated criteria.

Respondents will be evaluated on the extent to which the resources submitted under this RFSO have the qualifications and experience related to competencies and areas of application that JUS is seeking.

Number of Resources Evaluated:

The Bidder must propose at least one (1) Senior Resource and no more than two (2) Other Resources, for a total of three (3) resources. Additional resources will only be assessed after contract award once specific tasks are requested of the Contractor. The Contractor will be requested to

propose resource(s) to satisfy the specific requirement based on the Statement of Work. The proposed resource(s) will then be assessed against the criteria identified in the Contract's Statement of Work.

Pass-mark

In order to be judged acceptable, proposals must meet all the mandatory requirements. In addition, only bidders that achieve a pass-mark of 70% overall on rated criteria (technical merit) will be considered for selection on the basis of their financial proposal.
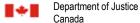
Community Experience

While community experience is a rated rather than a mandatory criterion, there may be instances where Call Ups for specific work will be awarded to contractors with previous community experience due to the nature of the work.

MANDATORY CRITERIA

Bidders can propose a maximum of three (3) resources. If only one (1) resource is proposed, that resource will be considered the Senior Resource and must meet all the requirements. Bidders proposing two (2) or three (3) resources must identify exactly one (1) Senior Resource that meets all the mandatory requirements under "Mandatory criteria – Senior Resource."

Mandatory criteria – BIDDER	Documents that will be evaluated	Points
MB1 Bidder Information Proposals must include a maximum 500 word description of the bidder (if an individual or group of individuals) or of the company/organization bidding describing their experience in providing services relevant to the requirement.	Description submitted by Bidder	Pass/Fail
MB2 Resources Information Proposals must include a résumé for each of the proposed resource(s).	Résumés submitted Bidder	Pass/Fail

Mandatory criteria – SENIOR RESOURCE	Documents that will be evaluated	Points
MSR1 Education Quantitative research services: A PhD degree from a recognized university with an acceptable specialization in Economics, Social Sciences, Statistics, Criminology, Sociology, Psychology, Epidemiology, or field relevant to the requirement (a justification must be provided in order to show how the education attainment enables resource to undertake quantitative analysis) with at least three (3) accredited courses in quantitative data analysisat the Master's level or above. A graduate thesis wherein these methods were applied counts as an accredited course. Proof of education, a photocopy of degree(s), must be provided. Proof of degree equivalency from a recognized agency must be submitted for degrees granted outside Canada.	Template 1: Qualifications Proof of education, a photocopy of degree(s) Proof of degree equivalency from a recognized agency if degree granted outside Canada	Pass/Fail
MSR2 Publications / Presentations Quantitative research services: Listed as an author on at least two (2) peer-reviewed books or journal articles in the past five (5) years directly relevant to at least one (1) competency area and one (1) area of application. In Template 1, hyperlinks to either the full publications or abstracts that confirms authorship must be submitted. Publications or abstracts not available online will not be considered.	Template 1: Qualifications	Pass/Fail
M3SR Project Experience Quantitative research services: Experience leading at least three (3) projects within the past five () years, where each project: c) Involved the resource applying methods directly relevant to two (2) of the competency areas AND;	Template 2: Project Experience	Pass/Fail

d) The primary subject matter of the project is directly relevant to one (1) area of application.

Projects conducted as part of a certificate, diploma or degree program will not be considered.

Clients may be contacted to validate the resource's stated experience.

Competency areas:

- Designing and implementing quantitative research projects, including validation and assessment of research approaches, identification of appropriate methodologies, development and testing of data collection methods, testing and use of analytical frameworks, and communication of research findings in different formats, targeted to specific audiences.
- Quantitative research methods, including primary data collection from survey and other data sources, mining of existing data sets (e.g. Census, Statistics Canada Surveys, administrative data), multivariate data analysis techniques to analyze structured data related to demographic and/or economic and/or social, and potentially other characteristics, inferential and causal analysis and modelling using statistical tools including SPSS, SAS, EViews, Stata, R or other similar statistical software.
- Analysis of large data sets, including those available at Statistics Canada Research Data Centres.
- Simulation techniques to predict/project disaggregated demographic, and/or economic and/or social outcomes.
- Program evaluation employing experimental methodologies that allow for the analysis of causal attribution, including experimentation, randomized controlled trials, and quasi-experimental designs.
- Meta-analysis to quantitatively and systematically assess the results of previous research to derive conclusions about that body of research, including combining data from multiple studies to evaluate an overall effect size.

Areas of application:

- Indigenous people in the Canadian CJS
- Black or Racialized people in the Canadian CJS
- Social determinants of CJS in Canada

Mandatory criteria – OTHER RESOURCES	Documents that will be evaluated	Points
MOR1 Education Quantitative research services: A Bachelor's degree from a recognized university with an acceptable specialization in Economics, Social Sciences, Statistics, Criminology, Sociology, Psychology, Epidemiology, or field relevant to the requirement (a justification must be provided in order to show how the education attainment enables resource to undertake quantitative analysis) with at least one (1) accredited course in quantitative data analysis at the Bachelor's level or above. A thesis course wherein these methods were applied counts as an accredited course. Proof of education, a photocopy of degree(s), must be provided. Proof of degree equivalency from a recognized agency must be submitted for degrees granted outside Canada.	Template 1: Qualifications Proof of education, a photocopy of degree or certificate(s) Proof of degree or certificate equivalency from a recognized agency if degree granted outside Canada	Pass/Fail
MOR2 Project Experience Quantitative research services: Experience as a project team member for at least two (2) projects within the past five (5) years, where each project: a) Involved the resource applying methods directly relevant to two (2) of the competency areas AND; b) The primary subject matter of the project is directly relevant to one (1) area of application. Projects conducted as part of a certificate, diploma or degree program will not be considered.	Template 2: Project Experience	Pass/Fail

Clients may be contacted to validate the resource's stated experience.		

RATED CRITERIA – TECHNICAL MERIT

A bidder can propose a maximum of one (1) Senior Resource and (2) Other Resources, for a total of three (3) resources. For each rated criteria, the final score will be the average score of all qualified resources – a maximum of three (3) per Bidder.

For each qualified resource proposed by the bidder, a maximum of seven (7) projects will be rated in addition to those submitted under the mandatory criteria.

Rated Criteria	Available Points
Resource qualifications	20
Resource project experience	50
Total	**70**
Pass mark	**49**
Community experience *not included in the minimum number of points required to be compliant*	5
Total	**75**

Quantitative research services

Criteria R1 - Qualifications	Evaluation Factors	Documents that will be evaluated	Available Points
R1.1 Highest Level of Education	Other Resource/s 12 points for a PhD with an acceptable specialization in Economics, Social Sciences, Statistics, Criminology, Sociology, Psychology, Epidemiology, or field relevant to the requirement (a justification must be provided in order to show how the education attainment enables resource to undertake quantitative analysis) with at least two (2) accredited course in quantitative data analysis at the graduate level. A graduate thesis involving data science counts as an accredited course. Proof of education and Canadian equivalency if applicable must be submitted.	Template 1: Qualifications	12
R1.2 Peer-Reviewed Publications or Presentations	One (1) point per publication, up to six (6) points. Each publication must be directly relevant to at least one (1) of the competency areas and one (1) of the areas of application. In Template 1, a hyperlink to either the full publication or an abstract that confirms authorship must be submitted. Publications or abstracts not available online will not be considered.	Template 1: Qualifications	6
R1.3 Awards	One (1) point per award recognizing the resource's achievements directly relevant to any of the competency areas or areas of application, up to two (2) points. Awards must be issued by an industry group or scholarly association. Awards do not include scholarships or bursaries.	Template 1: Qualifications	2
Sub-Total			/20
Criteria R2 – Project Experience	**Evaluation Factors**	**Documents that will be evaluated**	**Available Points**
R2.1 Experience in quantitative research competency areas	Only projects additional to those identified under the Mandatory Criteria will be counted.	Template 2: Project Experience	15

	Three (3) points, up to a maximum of fifteen (15) points, will be allocated per unique project in the past five (5) years where the resource undertook activities directly related to any of the competency areas. Clients may be contacted to validate the resource's stated experience		
R2.2 Experience in quantitative research areas of application	Only projects additional to those identified under the Mandatory Criteria will be counted. Three (3) points, up to a maximum of fifteen (15) points, will be allocated per unique project in the past five (5) years where the primary subject matter of the project is directly related to any of the areas of application. Clients may be contacted to validate the resource's stated experience.	Template 2: Project Experience	15
R2.3 Experience providing quantitative research services to government	Projects may include those identified under the Mandatory Criteria. Two (2) points, up to a maximum of fourteen (14) points, will be allocated per unique project in the past seven (7) years where the resource was part of the project team that undertook a contract for a Canadian municipal, provincial or federal government organization. Each project must involve delivering services directly related to at least one (1) of the competency areas and one (1) of the areas of application. Clients may be contacted to validate the resource's stated experience.	Template 2: Project Experience	14
R2.4 Experience conducting quantitative research projects funded by federal granting agencies	Two (2) points, up to a maximum of six (6) points, will be allocated per unique grant in the past seven (7) years where the resource was named in the grant as the principal investigator / project director, or co-investigator/co-director. The grant must be directly related to any of the competency areas or areas of application. The grant must be issued directly by one of the three federal research funding agencies: the Social Sciences and Humanities Research Council of Canada (SSHRC), the Canadian Institutes of Health Research (CIHR), and the Natural Sciences and Engineering Research Council of Canada (NSERC). Federal granting agencies may be contacted to validate the resource's stated grants.	Template 2: Project Experience	6
Sub-total			/50
Criteria R3 – Community Experience	**Evaluation Factors**	**Documents that will be evaluated**	**Available Points**
R3 Community experience	Five (5) points, should the resource have:	Template 3: Community experience	5

	• Indigenous or racialized community experience. This includes demonstrating close relationships and experience with First Nations, Inuit or Métis communities, or with racialized communities. The communities must be located in Canada. Points will be allocated as follows: 0 = No information provided or information provided does not demonstrate community experience to a satisfactory level 3 = Information provided that demonstrates community experience to a satisfactory level (some improvement possible) 5 = Information provided that demonstrates community experience to an excellent level (very little improvement possible)		
Sub-total			/5
Total			**/75**