



**RETURN BIDS TO:
RETOURNER LES SOUMISSIONS À:**

**Bid Receiving - PWGSC / Réception des
soumissions - TPSGC**

11 Laurier St. / 11, rue Laurier

Place du Portage, Phase III

Core 0B2 / Noyau 0B2

Gatineau

Québec

K1A 0S5

Bid Fax: (819) 997-9776

**REQUEST FOR PROPOSAL
DEMANDE DE PROPOSITION**

**Proposal To: Public Works and Government
Services Canada**

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

**Proposition aux: Travaux Publics et Services
Gouvernementaux Canada**

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

Comments - Commentaires

Title - Sujet TBIPS myEMS (SAP) Solution - Suppo TBIPS myEMS (SAP) Solution - Support Services	
Solicitation No. - N° de l'invitation G9292-248331/B	Date 2022-09-13
Client Reference No. - N° de référence du client 100018331	
GETS Reference No. - N° de référence de SEAG PW-\$\$ZM-644-41109	
File No. - N° de dossier 644zm.G9292-248331	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM Eastern Daylight Saving Time EDT on - le 2022-10-03 Heure Avancée de l'Est HAE	
F.O.B. - F.A.B. Plant-Usine: <input type="checkbox"/> Destination: <input checked="" type="checkbox"/> Other-Autre: <input type="checkbox"/>	
Address Enquiries to: - Adresser toutes questions à: Sekret, Nataliya	Buyer Id - Id de l'acheteur 644zm
Telephone No. - N° de téléphone (343) 551-1763 ()	FAX No. - N° de FAX () -
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction: Specified Herein Précisé dans les présentes	

Instructions: See Herein

Instructions: Voir aux présentes

Vendor/Firm Name and Address

**Raison sociale et adresse du
fournisseur/de l'entrepreneur**

Issuing Office - Bureau de distribution

Informatics Professional Services Division / Division des
services professionnels en informatique

Les Terrasses de la Chaudière

10, rue Wellington, 4ième

étage/Floor

Gatineau

Québec

K1A 0S5

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

This bid solicitation supersedes previous bid solicitation number G9292-248331/A dated September 28th, 2021 with a bid closing date of November 10, 2021 at 14:00 Eastern Standard Time (EST); this document replaces the previous version entirely.

**BID SOLICITATION
FOR CONTRACTS AGAINST A SUPPLY ARRANGEMENT FOR TASK-
BASED INFORMATICS PROFESSIONAL SERVICES (TBIPS)
(TIER 2-NCR)
FOR
VARIOUS RESOURCE CATEGORIES
FOR
EMPLOYMENT AND SOCIAL DEVELOPMENT CANADA (ESDC)**

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Note to Bidders: Word versions of the following documents are available by sending a request by email to Nataliya.Sekret@tpsgc-pwgsc.gc.ca

List of Annexes to the Resulting Contract:

Annex A, Statement of Work

- Appendix A to Annex A - Tasking Assessment Procedure
- Appendix B to Annex A - Task Authorization (TA) Form
- Appendix C to Annex A - Resources Assessment Criteria and Response Table
- Appendix D to Annex A - Certifications at the TA Stage

Annex B, Basis of Payment

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List of Attachments to Part 3 (Bid Preparation Instructions):

- Attachment 3.1: Bid Submission Form
- Attachment 3.2: Electronic Payment Instruments

List of Attachments to Part 4 (Evaluation Procedures and Basis of Selection):

- Attachment 4.1: Mandatory Technical Criteria
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List of Attachments to Part 5 (Certifications):

- Attachment 5.1: Federal Contractors Program for Employment Equity – Certification

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PART 1 - GENERAL INFORMATION

1.1 Introduction

This document states terms and conditions that apply to this bid solicitation. It is divided into seven parts plus attachments and annexes, as follows:

Part 1 General Information: provides a general description of the requirement;

Part 2 Bidder Instructions: provides the instructions, clauses and conditions applicable to the bid solicitation;

Part 3 Bid Preparation Instructions: provides Bidders with instructions on how to prepare their bid;

Part 4 Evaluation Procedures and Basis of Selection: indicates how the evaluation will be conducted, the evaluation criteria that must be addressed in the bid, if applicable, and the basis of selection;

Part 5 Certifications and Additional Information: includes the certifications and additional information to be provided;

Part 6 Security, Financial and Other Requirements: includes specific requirements that must be addressed by Bidders; and

Part 7 Resulting Contract Clauses: includes the clauses and conditions that will apply to any resulting contract.

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

1.2 Summary

- (a) This bid solicitation is being issued to satisfy the requirement of Employment and Social Development Canada (ESDC) (the "**Client**") for Task-Based Informatics Professional Services (TBIPS) under the TBIPS Supply Arrangement (SA) method of supply.
- (b) At its sole discretion, Canada reserves the right to award up to two contracts under this solicitation, each for three years plus two one-year irrevocable options allowing Canada to extend the term of the contract(s).
- (c) There are security requirements associated with this requirement. For additional information, consult Part 6 - Security, Financial and Other Requirements, and Part 7 – Resulting Contract Clauses. For more information on personnel and organization security screening or security

clauses, Bidders should refer to the Contract Security Program of Public Works and Government Services Canada (<http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html>) website.

- (d) The requirement is subject to the provisions of the World Trade Organization Agreement on Government Procurement (WTO-AGP), the Canada-Chile Free Trade Agreement (CCFTA), the Canada-Peru Free Trade Agreement (CPFTA), the Canada-Colombia Free Trade Agreement (CCoIFTA), the Canada-Panama Free Trade Agreement (CPanFTA), the Canada-European Union Comprehensive Economic and Trade Agreement (CETA), the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP), the Canadian Free Trade Agreement (CFTA), the Canada-Ukraine Free Trade Agreement (CUFTA) and the Canada-Korea Free Trade Agreement (CKFTA), and the Canada-United Kingdom Trade Continuity Agreement (Canada-UK TCA).
- (e) The Federal Contractor's Program (FCP) for employment equity applies to this procurement; see Part 5 – Certifications and Additional Information, Part 7 – Resulting Contract Clauses and the attachment titled "Federal Contractors Program for Employment Equity – Certification."
- (f) This bid solicitation is to establish a contract with task authorizations for the delivery of the requirement detailed in the bid solicitation across Canada, excluding locations within Yukon, Northwest Territories, Nunavut, Quebec, and Labrador that are subject to Comprehensive Land Claims Agreements (CLCAs). Any requirement for deliveries within CLCAs areas within Yukon, Northwest Territories, Nunavut, Quebec, or Labrador will be treated as a separate procurement, outside the resulting contract.
- (g) This bid solicitation allows bidders to use the Canada Post Corporation Connect service provided by Canada Post Corporation (CPC) to transmit their bid electronically. Bidders must refer to Part 2 entitled "Bidder Instructions, and Part 3 entitled "Bid Preparation Instructions", of the bid solicitation, for further information.
- (h) Only TBIPS SA Holders holding a TBIPS SA for Tier 2 at the time of bid closing, in all required resource categories in this solicitation and in the National Capital Region under the EN578-170432 series of SAs are eligible to compete. The TBIPS SA EN578-170432 is incorporated by reference and forms part of this bid solicitation, as though expressly set out in it, subject to any express terms and conditions contained in this bid solicitation. The capitalized terms not defined in this bid solicitation have the meaning given to them in the TBIPS SA.
- (i) SA Holders that are invited to compete as a joint venture must submit a bid as that joint venture SA Holder, forming no other joint venture to bid. Any joint venture must be already qualified under the SA #EN578-170432 as that joint venture at the time of bid closing in order to submit a bid.
- (j) The Resource Categories described below are required for ongoing services in accordance with the TBIPS SA Annex "A":

CATEGORY OF PERSONNEL		LEVEL OF EXPERTISE	ESTIMATED NUMBER OF RESOURCES REQUIRED
A.1	Application/Software Architect - SAP	3	1
A.2	ERP Functional Analyst - SAP – Generalist	3	4
A.2	ERP Functional Analyst - SAP – Salary Management	3	2

A.2	ERP Functional Analyst - SAP – Funds Management (FM)	3	1
B.9	Courseware Developer - SAP- Training, Documentation and Delivery	3	2
P.1	Change Management Consultant - SAP - Organizational Change Management	3	1
P.1	Change Management Consultant - SAP - Release Management	3	1
P.9	Project Manager - SAP	3	1

1.3 Debriefings

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

PART 2 - BIDDER INSTRUCTIONS

2.1 Standard Instructions, Clauses and Conditions

- (a) All instructions, clauses and conditions identified in the bid solicitation by number, date and title are set out in the *Standard Acquisition Clauses and Conditions Manual* (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.
- (b) Bidders who submit a bid agree to be bound by the instructions, clauses and conditions of the bid solicitation and accept the clauses and conditions of the resulting contract(s).
- (c) The 2003 (2022-03-29) Standard Instructions - Goods or Services - Competitive Requirements are incorporated by reference into and form part of the bid solicitation. If there is a conflict between the provisions of 2003 and this document, this document prevails.
- (d) Subsection 3.a. of Section 01, Integrity provisions - bid of Standard Instructions 2003 incorporated by reference above is deleted in its entirety and replaced with the following:
 - a. at the time of submitting an arrangement under the Request for Supply Arrangement (RFSA), the Bidder has already provided a list of names, as requested under the *Ineligibility and Suspension Policy*. During this procurement process, the Bidder must immediately inform Canada in writing of any changes affecting the list of names.
- (e) Subsection 4 of Section 05, Submission of bids of Standard Instructions 2003 incorporated by reference above, is amended as follows:

Delete: 60 days

Insert: 180 days
- (f) Subsection 1.a. of Section 08, Transmission by facsimile or by CPC Connect of Standard Instructions 2003 incorporated by reference above, is deleted and replaced by the following:
 - 1. Facsimile
 - a. Bids may be submitted by facsimile.
 - i. PWGC, National Capital Region: The only facsimile number for responses to bid solicitations issued by PWGSC headquarters is 418-566-6161.

2.2 Submission of Bids

- (a) Bids must be submitted only to the Public Works and Government Services Canada (PWGSC) Bid Receiving Unit **via CPC Connect or facsimile** by the date and time indicated on page one of the bid solicitation.

Note: For Bidders choosing to submit using CPC Connect for bids closing at the Bid Receiving unit in the National Capital Region (NCR) the e-mail address is:

tpsgc.pareceptiondessomissions-apbidReceiving.pwgsc@tpsgc-pwgsc.gc.ca

Interested Bidders must send as early as possible, and in any case, at least six business days prior to the solicitation closing date and time (in order to ensure a response), an email that includes the bid solicitation number to the PWGSC Bid Receiving Unit requesting to open a CPC Connect conversation.

Note: **Bids will not be accepted if emailed directly to this email address.** This email address is to be used to open a CPC Connect conversation, as detailed in Standard Instructions [2003](#), or

to send bids through an epost Connect message if the Bidder is using its own licensing agreement for CPC Connect.

Facsimile number: 418-566-6161

Bids transmitted directly to PWGSC Contracting Authority by e-mail (or other means) will not be accepted.

2.3 Enquiries - Bid Solicitation

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

2.4 Former Public Servant

- (a) Contracts awarded to former public servants (FPS) in receipt of a pension or of a lump sum payment must bear the closest public scrutiny, and reflect fairness in the spending of public funds. In order to comply with Treasury Board policies and directives on contracts awarded to FPSs, Bidders must provide the information required below before contract award. If the answer to the questions and, as applicable the information required have not been received by the time the evaluation of bids is completed, Canada will inform the Bidder of a time frame within which to provide the information. Failure to comply with Canada's request and meet the requirement within the prescribed time frame will render the bid non-responsive.

(b) Definitions

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

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

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

"*pension*" means a pension or annual allowance paid under the [Public Service Superannuation Act](#) (PSSA), R.S., 1985, c. P-36, and any increases paid pursuant to the [Supplementary](#)

Retirement Benefits Act, R.S., 1985, c. S-24 as it affects the PSSA. It does not include pensions payable pursuant to the Canadian Forces Superannuation Act, R.S., 1985, c. C-17, the Defence Services Pension Continuation Act, 1970, c. D-3, the Royal Canadian Mounted Police Pension Continuation Act, 1970, c. R-10, and the Royal Canadian Mounted Police Superannuation Act, R.S., 1985, c. R-11, the Members of Parliament Retiring Allowances Act, R.S. 1985, c. M-5, and that portion of pension payable to the Canada Pension Plan Act, R.S., 1985, c. C-8.

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

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

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

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

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

(d) **Work Force Adjustment Directive**

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

If so, the Bidder must provide the following information:

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

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

2.5 Applicable Laws

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

Note to Bidders: *Bidders may, at their discretion, substitute the applicable laws of a Canadian province or territory of their choice without affecting the validity of its bid, by deleting the name of the Canadian province or territory specified and inserting the name of the Canadian province or territory of its choice. If*

no change is made, it acknowledges that the applicable laws specified are acceptable to the Bidder. Bidders are requested to indicate the Canadian province or territory they wish to apply to any resulting contract in their Bid Submission Form.

2.6 Volumetric Data

The estimated number of resources has been provided to Bidders to assist them in preparing their bids. The inclusion of this data in this bid solicitation does not represent a commitment by Canada that Canada's future usage of the service identified in this bid solicitation will be consistent with this data. It is provided purely for information purposes.

2.7 Bid Challenge and Recourse Mechanisms

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

PART 3 - BID PREPARATION INSTRUCTIONS

3.1 Bid Preparation Instructions

(a) CPC Connect Bid Submission

- (i) If the Bidder chooses to submit its bid electronically, Canada requires that the Bidder submits its bid in accordance with section 08 of the 2003 Standard Instructions. The epost Connect system has a limit of 1GB per single message posted and a limit of 20GB per conversation.
- (ii) The bid must be gathered per section and separated as follows:
 - (A) Section I: Technical Bid
 - (B) Section II: Financial Bid
 - (C) Section III: Certifications
- (iii) For further information please refer to article 08 - Transmission by facsimile or by epost Connect at <https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual/1/2003/23#transmission-by-facsimile>.

(b) If there is a discrepancy between the wording of any copies of the bid that appear on the following list, the wording of the copy that first appears on the list has priority over the wording of any copy that subsequently appears on the list:

- (i) the electronic copy of the bid submitted by using the CPC Connect service provided by Canada Post Corporation;
- (ii) the facsimile copy of the bid submitted to the PWGSC Bid Receiving Unit using the facsimile number indicated in section 2.2 'Submission of Bids'.

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

(d) **Format for Bid:** Canada requests that Bidders follow the format instructions described below in the preparation of their bid:

- (i) use 8.5 x 11 inch (216 mm x 279 mm) page size;
- (ii) use a numbering system that corresponds to the bid solicitation;
- (iii) include a title page at the front of each volume of the bid that includes the title, date, bid solicitation number, bidder's name and address and contact information of its representative; and
- (iv) include a table of contents.

(e) **Canada's Policy on Green Procurement:** In April 2006, Canada issued a policy directing federal departments and agencies to take the necessary steps to incorporate environmental considerations into the procurement process. See the Policy on Green Procurement (<http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32573>).

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

- (i) A Bidder, including related entities, will be permitted to submit only one bid in response to this bid solicitation. If a Bidder or any related entities participate in more than one bid (participating means being part of the Bidder, not being a subcontractor), Canada will provide those Bidders with 2 working days to identify the single bid to be considered by Canada. Failure to meet this deadline will result in all the affected bids being disqualified.

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- (ii) For the purposes of this Article, regardless of the jurisdiction where any of the entities concerned is incorporated or otherwise formed as a matter of law (whether that entity is a natural person, corporation, partnership, etc), an entity will be considered to be "related" to a Bidder if:
- (A) they are the same legal entity (i.e., the same natural person, corporation, partnership, limited liability partnership, etc.);
 - (B) they are "related persons" or "affiliated persons" according to the Canada Income Tax Act;
 - (C) the entities have now or in the two years before bid closing had a fiduciary relationship with one another (either as a result of an agency arrangement or any other form of fiduciary relationship); or
 - (D) the entities otherwise do not deal with one another at arm's length, or each of them does not deal at arm's length with the same third party.
- (iii) Individual members of a joint venture cannot participate in another bid, either by submitting a bid alone or by participating in another joint venture.
- (g) **Joint Venture Experience:**
- (i) Where the Bidder is a joint venture with existing experience as that joint venture, it may submit the experience that it has obtained as that joint venture.
- Example: A bidder is a joint venture consisting of members L and O. A bid solicitation requires that the bidder demonstrate experience providing maintenance and help desk services for a period of 24 months to a customer with at least 10,000 users. As a joint venture (consisting of members L and O), the bidder has previously done the work. This bidder can use this experience to meet the requirement. If member L obtained this experience while in a joint venture with a third party N, however, that experience cannot be used because the third party N is not part of the joint venture that is bidding.
- (ii) A joint venture bidder may rely on the experience of one of its members to meet any given technical criterion of this bid solicitation.
- Example: A bidder is a joint venture consisting of members X, Y and Z. If a solicitation requires: (a) that the bidder have 3 years of experience providing maintenance service, and (b) that the bidder have 2 years of experience integrating hardware with complex networks, then each of these two requirements can be met by a different member of the joint venture. However, for a single criterion, such as the requirement for 3 years of experience providing maintenance services, the bidder cannot indicate that each of members X, Y and Z has one year of experience, totaling 3 years. Such a response would be declared non-responsive.
- (iii) Joint venture members cannot pool their abilities with other joint venture members to satisfy a single technical criterion of this bid solicitation. However, a joint venture member can pool its individual experience with the experience of the joint venture itself. Wherever substantiation of a criterion is required, the Bidder is requested to indicate which joint venture member satisfies the requirement. If the Bidder has not identified which joint venture member satisfies the requirement, the Contracting Authority will provide an opportunity to the Bidder to submit this information during the evaluation period. If the Bidder does not submit this information within the period set by the Contracting Authority, its bid will be declared non-responsive.
- Example: A bidder is a joint venture consisting of members A and B. If a bid solicitation requires that the bidder demonstrate experience providing resources for a minimum

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

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

That show in total 100 billable days.

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

3.2 Section I: Technical Bid

- (a) The technical bid consists of the following:

- (i) **Bid Submission Form:** Bidders are requested to include the Bid Submission Form – Attachment 3.1 with their bids. It provides a common form in which bidders can provide information required for evaluation and contract award, such as a contact name and the Bidder's Procurement Business Number, etc. Using the form to provide this information is not mandatory, but it is recommended. If Canada determines that the information required by the Bid Submission Form is incomplete or requires correction, Canada will provide the Bidder with an opportunity to do so.
- (ii) **Security Clearance:** Bidders are requested to submit the following security information for each of the proposed resources with their bids on or before the bid closing date:

SECURITY INFORMATION	
Name of individual as it appears on security clearance application form	
Level of security clearance obtained	
Validity period of security clearance obtained	
Security Screening Certificate and Briefing Form file number	

If the Bidder has not included the security information in its bid, the Contracting Authority will provide an opportunity to the Bidder to submit the security information during the evaluation period. If the Bidder has not submitted the security information within the period set by the Contracting Authority, its bid will be declared non-responsive.

- (iii) **Substantiation of Technical Compliance:**

- (A) **Mandatory Technical Criteria:** The technical bid must substantiate the compliance with the specific articles of Attachment 4.1, which is the requested format for providing the substantiation. The substantiation must not simply be a repetition of the requirement(s), but must explain and demonstrate how the Bidder will meet the requirements and carry out the required Work. Simply stating that the Bidder or its proposed solution or resources comply is not sufficient. Where Canada determines that the substantiation is not complete, the Bidder will be considered non-responsive and disqualified. The substantiation may refer to additional documentation submitted with the bid - this information can be

referenced in the "Bidder's Response" column of Attachment 4.1, where Bidders are requested to indicate where in the bid the reference material can be found, including the title of the document, and the page and paragraph numbers; where the reference is not sufficiently precise, Canada may request that the Bidder direct Canada to the appropriate location in the documentation.

- (B) **Point-Rated Technical Criteria:** The technical bid must substantiate the compliance with the specific articles of Attachment 4.2, which is the requested format for providing the substantiation. The substantiation must not simply be a repetition of the requirement(s), but must explain and demonstrate how the Bidder will meet the requirements and carry out the required Work. Simply stating that the Bidder or its proposed solution or resources comply is not sufficient. Where Canada determines that the substantiation is not complete, the Bidder will be rated accordingly. The substantiation may refer to additional documentation submitted with the bid - this information can be referenced in the "Bidder's Response" column of Attachment 4.2, where Bidders are requested to indicate where in the bid the reference material can be found, including the title of the document, and the page and paragraph numbers; where the reference is not sufficiently precise, Canada may request that the Bidder direct Canada to the appropriate location in the documentation.
- (iv) **For Proposed Resources:** The technical bid must include 1 résumé for each of the resources as identified in Attachment 4.1. The same individual must not be proposed for more than one Resource Category. The Technical bid must demonstrate that each proposed individual meets the qualification requirements described (including any educational requirements, work experience requirements, and professional designation or membership requirements). With respect to the proposed resources:
- (A) Proposed resources may be employees of the Bidder or employees of a subcontractor, or these individuals may be independent contractors to whom the Bidder would subcontract a portion of the Work (refer to Part 5, Certifications).
- (B) For educational requirements for a particular degree, designation or certificate, PWGSC will only consider educational programs that were successfully completed by the resource by the time of bid closing. If the degree, designation or certification was issued by an educational institution outside of Canada, the Bidder is requested to provide a copy of the results of the academic credential assessment and qualification recognition service issued by one of the members of the Alliance of Credential Evaluation Services of Canada (ACESC). If the Bidder has not included the copy of the results in its bid, the Contracting Authority will provide an opportunity to the Bidder to submit it during the evaluation period. If the Bidder has not submitted the copy of the results within 2 working days of the request by the Contracting Authority, its bid will be rated accordingly. Bidders should note that in addition to providing a copy of the results of the academic credential assessment and qualification recognition service, Bidders are also required to provide a copy of the original degree, designation, certificate or any other document required as per the bid solicitation as proof of education.
- (C) For requirements relating to professional designation or membership, the resource must have the required designation or membership by the time of bid closing and must continue, where applicable, to be a member in good standing of the profession or membership throughout the evaluation period and Contract Period. Where the designation or membership must be demonstrated through a certification, diploma or degree, such document must be current, valid and issued by the entity specified in this solicitation. If the entity is not specified, the issuer must have been an accredited or otherwise recognized body, institution or entity

at the time the document was issued. If the degree, diploma or certification was issued by an educational institution outside of Canada, the Bidder is requested to provide a copy of the results of the academic credential assessment and qualification recognition service issued by one of the members of the Alliance of Credential Evaluation Services of Canada (ACESC). If the Bidder has not included the copy of the results in its bid, the Contracting Authority will provide an opportunity to the Bidder to submit it during the evaluation period. If the Bidder has not submitted the copy of the results within 2 working days of the request by the Contracting Authority, its bid will be rated accordingly. Bidders should note that in addition to providing a copy of the results of the academic credential assessment and qualification recognition service, Bidders are also required to provide a copy of the original degree, designation, certificate or any other document required as per the bid solicitation as proof of professional designation or membership.

- (D) For work experience, PWGSC will not consider experience gained as part of an educational program, except for experience gained through a formal co-operative program at a post-secondary institution.
 - (E) For any requirements that specify a particular time period (e.g., 2 years) of work experience, PWGSC will disregard any information about experience if the technical bid does not include the relevant dates (month and year) for the experience claimed (i.e., the start date and end date). Canada will evaluate only the duration that the resource actually worked on a project or projects (from his or her start date to end date), instead of the overall start and end date of a project or a combination of projects in which a resource has participated.
 - (F) For work experience to be considered by Canada, the technical bid must not simply indicate the title of the individual's position, but must demonstrate that the resource has the required work experience by explaining the responsibilities and work performed by the individual while in that position. Only listing experience without providing any supporting data to describe responsibilities, duties and relevance to the requirement, or reusing the same wording as the qualification requirements, will not be considered "demonstrated" for the purposes of the assessment. The Contractor should provide complete details as to where, when, month and year, and how, through which activities/responsibilities, the stated qualifications / experience were obtained. In situations in which a proposed resource worked at the same time on more than one project, the duration of any overlapping time period will be counted only once toward any requirements that relate to the individual's length of experience.
- (v) **Customer Reference Contact Information:**
- (A) The Bidder must provide customer references. The customer reference must each confirm, if requested by PWGSC, the facts identified in the Bidder's bid, as required by Attachment 4.1 and 4.2.
 - (B) The form of question to be used to request confirmation from customer references is as follows:

Has the Bidder provided your organization with (details of MTC1 to MTC3 (Bidder's Corporate Mandatory Technical Criteria); MTC1 to MTC5 (Resource Mandatory Technical Criteria); RTC1 to RTC5 (Bidder's Corporate Rated Technical Criteria); and RTC1 to RTC53 excluding RTC2, RTC13, RTC24, RTC36, et RTC48 (Resource Rated Technical Criteria) to be provided to the Customer Reference)?

Yes, the Bidder has provided my organization with the services described above.

No, the Bidder has not provided my organization with the services described above.

I am unwilling or unable to provide any information about the services described above.

- (C) For each customer reference, the Bidder must, at a minimum, provide the name and e-mail address for a contact person. If only the telephone number is provided, it will be used to call to request the e-mail address and the reference check will be done by e-mail.

Bidders are also requested to include the title of the contact person. It is the sole responsibility of the Bidder to ensure that it provides a contact who is knowledgeable about the services the Bidder has provided to its customer and who is willing to act as a customer reference. Crown references will be accepted.

3.3 Section II: Financial Bid

- (a) **Pricing:** Bidders must submit their financial bid in accordance with the Basis of Payment provided in Annex "B". The total amount of Applicable Taxes must be shown separately, if applicable. Unless otherwise indicated, bidders must include a single, firm, all-inclusive per diem rate quoted in Canadian dollars in each cell requiring an entry in the pricing tables.
- (b) **Variation in Resource Rates By Time Period:** For any given resource category, where the financial tables provided by Canada allow different firm rates to be charged for a resource category during different time periods:
- (i) the rate bid must not increase by more than 5% from one time period to the next, and
 - (ii) the rate bid for the same resource category during any subsequent time period must not be lower than the rate bid for the time period that includes the first month of the Initial Contract Period.

Where any rate bid that does not comply with (i) and (ii) above, the Bidder will be considered non-responsive and disqualified.

- (c) **Variation in Resource Rates By Level:** Where the financial tables provided by Canada allow different firm rates to be charged for different levels of experience within the same resource category and time period, for any such resource category and time period:
- (i) the rate bid for level three must be the same or higher than that bid for level two, and
 - (ii) the rate bid for level two must be the same or higher than the rate bid for level one.

Where any rate bid that does not comply with (i) and (ii) above, the Bidder will be considered non-responsive and disqualified.

- (d) **All Costs to be Included:** The financial bid must include all costs for the requirement described in the bid solicitation for the entire Contract Period, including any option periods. The identification of all necessary equipment, software, peripherals, cabling and components required to meet the requirements of the bid solicitation and the associated costs of these items is the sole responsibility of the Bidder.
- (e) **Blank Prices:** Bidders are requested to insert "\$0.00" for any item for which it does not intend to charge or for items that are already included in other prices set out in the tables. If the Bidder leaves any price blank, Canada will treat the price as "\$0.00" for evaluation purposes and may request that the Bidder confirm that the price is, in fact, \$0.00. No bidder will be permitted to add

or change a price as part of this confirmation. Any bidder who does not confirm that the price for a blank item is \$0.00 will be declared non-responsive.

Note to Bidders: *If Canada receives four or fewer Bids by the bid solicitation closing date, the above sub-article entitled "Blank Prices" will not apply.*

- (f) **Electronic Payment of Invoices – Bid:** If you are willing to accept payment of invoices by Electronic Payment Instruments, complete Attachment 3.2 Electronic Payment Instruments, to identify which ones are accepted. If Attachment 3.2 Electronic Payment Instruments is not completed, it will be considered as if Electronic Payment Instruments are not being accepted for payment of invoices. Acceptance of Electronic Payment Instruments will not be considered as an evaluation criterion.

3.4 Section III: Certifications

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

PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

4.1 Evaluation Procedures

- (a) Bids will be assessed in accordance with the entire requirement of the bid solicitation including the technical and financial evaluation criteria. There are several steps in the evaluation process, which are described below. Even though the evaluation and selection will be conducted in steps, the fact that Canada has proceeded to a later step does not mean that Canada has conclusively determined that the Bidder has successfully passed all the previous steps. Canada may conduct steps of the evaluation in parallel.
- (b) An evaluation team composed of representatives of the Client and PWGSC will evaluate the bids on behalf of Canada. Canada may hire any independent consultant, or use any Government resources, to evaluate any bid. Not all members of the evaluation team will necessarily participate in all aspects of the evaluation.
- (c) In addition to any other time periods established in the bid solicitation:
 - (i) **Requests for Clarifications:** If Canada seeks clarification or verification from the Bidder about its bid, the Bidder will have 2 working days (or a longer period if specified in writing by the Contracting Authority) to provide the necessary information to Canada. Failure to meet this deadline will result in the bid being declared non-responsive.
 - (ii) **Requests for Further Information:** If Canada requires additional information in order to do any of the following pursuant to the Section entitled "Conduct of Evaluation" in 2003, Standard Instructions - Goods or Services - Competitive Requirements:
 - (A) verify any or all information provided by the Bidder in its bid; or
 - (B) contact any or all references supplied by the Bidder (e.g., references named in the résumés of individual resources) to verify and validate any information submitted by the Bidder,the Bidder must provide the information requested by Canada within 2 working days of a request by the Contracting Authority.
 - (iii) **Extension of Time:** If additional time is required by the Bidder, the Contracting Authority may grant an extension in his or her sole discretion.

4.1.1 Phased Bid Compliance Process

4.1.1.1 General

- (a) Canada will conduct the Phased Bid Compliance Process (PBCP) described below for this requirement ONLY if Canada receives four or fewer bids in response to the requirement by the bid solicitation closing date.
- (b) Notwithstanding any review by Canada at Phase I or II of the PBCP, Bidders are and will remain solely responsible for the accuracy, consistency and completeness of their Bids and Canada does not undertake, by reason of this review, any obligations or responsibility for identifying any or all errors or omissions in Bids or in responses by a Bidder to any communication from Canada.

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

REPORT (CAR) (EACH DEFINED BELOW) IN PHASE I OR II MAY NOT BE SUCCESSFUL IN RENDERING ITS BID RESPONSIVE TO THE MANDATORY REQUIREMENTS THAT ARE THE SUBJECT OF THE NOTICE OR CAR, AND MAY RENDER ITS BID NON-RESPONSIVE TO OTHER MANDATORY REQUIREMENTS.

- (c) Canada may, in its discretion, request and accept at any time from a Bidder and consider as part of the Bid, any information to correct errors or deficiencies in the Bid that are clerical or administrative, such as, without limitation, failure to sign the Bid or any part or to checkmark a box in a form, or other failure of format or form or failure to acknowledge; failure to provide a procurement business number or contact information such as names, addresses and telephone numbers; inadvertent errors in numbers or calculations that do not change the amount the Bidder has specified as the price or of any component thereof that is subject to evaluation. This shall not limit Canada's right to request or accept any information after the bid solicitation closing in circumstances where the bid solicitation expressly provides for this right. The Bidder will have the time period specified in writing by Canada to provide the necessary documentation. Failure to meet this deadline will result in the Bid being declared non-responsive.
- (d) The PBCP does not limit Canada's rights under Standard Acquisition Clauses and Conditions (SACC) 2003 (2022-03-29) Standard Instructions – Goods or Services – Competitive Requirements nor Canada's right to request or accept any information during the solicitation period or after bid solicitation closing in circumstances where the bid solicitation expressly provides for this right, or in the circumstances described in subsection (c).
- (e) Canada will send any Notice or CAR by any method Canada chooses, in its absolute discretion. The Bidder must submit its response by the method stipulated in the Notice or CAR. Responses are deemed to be received by Canada at the date and time they are delivered to Canada by the method and at the address specified in the Notice or CAR. An email response permitted by the Notice or CAR is deemed received by Canada on the date and time it is received in Canada's email inbox at Canada's email address specified in the Notice or CAR. A Notice or CAR sent by Canada to the Bidder at any address provided by the Bidder in or pursuant to the Bid is deemed received by the Bidder on the date it is sent by Canada. Canada is not responsible for late receipt by Canada of a response, however caused.

4.1.1.2 Phase I: Financial Bid

- (a) After the closing date and time of this bid solicitation, Canada will examine the Bid to determine whether it includes a Financial Bid and whether any Financial Bid includes all information required by the solicitation. Canada's review in Phase I will be limited to identifying whether any information that is required under the bid solicitation to be included in the Financial Bid is missing from the Financial Bid. This review will not assess whether the Financial Bid meets any standard or is responsive to all solicitation requirements.
- (b) Canada's review in Phase I will be performed by officials of the Department of Public Works and Government Services.
- (c) If Canada determines, in its absolute discretion that there is no Financial Bid or that the Financial Bid is missing all of the information required by the bid solicitation to be included in the Financial Bid, then the Bid will be considered non-responsive and will be given no further consideration.
- (d) For Bids other than those described in c), Canada will send a written notice to the Bidder ("Notice") identifying where the Financial Bid is missing information. A Bidder, whose Financial Bid has been found responsive to the requirements that are reviewed at Phase I, will not receive a Notice. Such Bidders shall not be entitled to submit any additional information in respect of their Financial Bid.
- (e) The Bidders who have been sent a Notice shall have the time period specified in the Notice (the "Remedy Period") to remedy the matters identified in the Notice by providing to Canada, in writing, additional information or clarification in response to the Notice. Responses received after the end

of the Remedy Period will not be considered by Canada, except in circumstances and on terms expressly provided for in the Notice.

- (f) In its response to the Notice, the Bidder will be entitled to remedy only that part of its Financial Bid which is identified in the Notice. For instance, where the Notice states that a required line item has been left blank, only the missing information may be added to the Financial Bid, except that, in those instances where the addition of such information will necessarily result in a change to other calculations previously submitted in its Financial Bid, (for example, the calculation to determine a total price), such necessary adjustments shall be identified by the Bidder and only these adjustments shall be made. All submitted information must comply with the requirements of this solicitation.
- (g) Any other changes to the Financial Bid submitted by the Bidder will be considered to be new information and will be disregarded. There will be no change permitted to any other Section of the Bidder's Bid. Information submitted in accordance with the requirements of this solicitation in response to the Notice will replace, in full, **only** that part of the original Financial Bid as is permitted above, and will be used for the remainder of the bid evaluation process.
- (h) Canada will determine whether the Financial Bid is responsive to the requirements reviewed at Phase I, considering such additional information or clarification as may have been provided by the Bidder in accordance with this Section. If the Financial Bid is not found responsive for the requirements reviewed at Phase I to the satisfaction of Canada, then the Bid shall be considered non-responsive and will receive no further consideration.
- (i) Only Bids found responsive to the requirements reviewed in Phase I to the satisfaction of Canada, will receive a Phase II review.

4.1.1.3 Phase II: Technical Bid

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

Criterion in the CAR to which it is responding, including identifying in the corresponding section of the original Bid, the wording of the proposed change to that section, and the wording and location in the Bid of any other consequential changes that necessarily result from such change. In respect of any such consequential change, the Bidder must include a rationale explaining why such consequential change is a necessary result of the change proposed to meet the Eligible Mandatory Criterion. It is not up to Canada to revise the Bidder's Bid, and failure of the Bidder to do so in accordance with this subparagraph is at the Bidder's own risk. All submitted information must comply with the requirements of this solicitation.

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

4.1.1.4 Phase III: Final Evaluation of the Bid

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

4.2 Technical Evaluation

(a) Mandatory Technical Criteria:

- (i) Each bid will be reviewed for compliance with the mandatory requirements of the bid solicitation. Any element of the bid solicitation that is identified specifically with the words "must" or "mandatory" is a mandatory requirement. Bids that do not comply with each and every mandatory requirement will be declared non-responsive and be disqualified.
- (ii) The mandatory technical criteria are described in Attachment 4.1.

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- (iii) If the Phased Bid Compliance Process applies, it will apply to all mandatory technical criteria.
- (b) **Point-Rated Technical Criteria:**
- (i) Each bid will be rated by assigning a score to the rated requirements, which are identified in the bid solicitation by the word "rated" or by reference to a score. Bidders who fail to submit complete bids with all the information requested by this bid solicitation will be rated accordingly.
- (ii) The rated requirements are described in Attachment 4.2.
- (c) **Number of Resources Evaluated:**
- (i) The following resources will be evaluated as part of this bid solicitation:
- 1) A.1 Application/Software Architect - SAP (Level 3)
 - 2) A.2 ERP Functional Analyst – SAP - Generalist (Level 3)
 - 3) A.2 ERP Functional Analyst – SAP - Salary Management (Level 3)
 - 4) A.2 ERP Functional Analyst – SAP - Funds Management (Level 3)
 - 5) P.9 Project Manager – SAP (Level 3)
- (ii) Additional Resources will only be assessed after contract award once specific tasks are requested of the Contractor. After contract award, the Task Authorization process will be in accordance with Part 7 – Resulting Contract Clauses, the Article titled “Task Authorization”. When a Task Authorization Form (TA Form) is issued, the Contractor will be requested to propose a resource to satisfy the specific requirement based on the TA Form’s Statement of Work. The proposed resource will then be assessed against the criteria identified in the Contract’s Statement of Work in accordance with Appendix C of Annex A.
- (d) **Reference Checks:**
- (i) Whether or not to conduct reference checks is discretionary. However, if PWGSC chooses to conduct reference checks for any given rated or mandatory requirement, it will check the references for that requirement for all bidders who have not, at that point, been found non-responsive.
- (ii) For reference checks, Canada will conduct the reference check in writing by email. Canada will send all email reference check requests to contacts supplied by all the Bidders within 48 hours using the email address provided in the bid. Canada will not award any points and/or a bidder will not meet the mandatory experience requirement (as applicable) unless the response is received within 5 working days of the date that Canada’s email was sent.
- (iii) On the third working day after sending out the reference check request, if Canada has not received a response, Canada will notify the Bidder by email, to allow the Bidder to contact its reference directly to ensure that it responds to Canada within 5 working days. If the individual named by a Bidder is unavailable when required during the evaluation period, the Bidder may provide the name and email address of an alternate contact person from the same customer. Bidders will only be provided with this opportunity once for each customer, and only if the originally named individual is unavailable to respond (i.e., the Bidder will not be provided with an opportunity to submit the name of an alternate contact person if the original contact person indicates that he or she is unwilling or unable to respond). The 5 working days will not be extended to provide additional time for the new contact to respond.
- (iv) Wherever information provided by a reference differs from the information supplied by the Bidder, the information supplied by the reference will be the information evaluated.

- (v) Points will not be allocated and/or a bidder will not meet the mandatory experience requirement (as applicable) if (1) the reference customer states he or she is unable or unwilling to provide the information requested, or (2) the customer reference is not a customer of the Bidder itself (for example, the customer cannot be the customer of an affiliate of the Bidder instead of being a customer of the Bidder itself). Nor will points be allocated or a mandatory met if the customer is itself an affiliate or other entity that does not deal at arm's length with the Bidder.

4.3 Financial Evaluation

- (a) The financial evaluation will be conducted using the firm per diem rates provided by the responsive bid(s).
- (b) There are two possible financial evaluation methods for this requirement. The first method will be used if three or more bids are determined responsive (see (c) Financial Evaluation - Method A below). The second method will be used if fewer than three bids are determined responsive (see (d) Financial Evaluation - Method B below).
- (c) **Financial Evaluation - Method A:** The following financial evaluation method will be used if three or more bids are determined responsive:

- (i) **STEP 1 - ESTABLISHING THE LOWER AND UPPER MEDIAN BAND LIMITS FOR EACH PERIOD AND EACH RESOURCE CATEGORY:** The Contracting Authority will establish, for each period and each Resource Category, the median band limits based on the firm per diem rates provided by the technically responsive bids. For each such Resource Category the median will be calculated using the median function in Microsoft Excel and will represent a range that encompasses any rate to a value of minus (-) 10% of the median, and an upper median rate to a value of plus (+) 30% of the median. When an even number of technically responsive bids have been determined, an average of the middle two rates will be used to calculate the median band limits and for an odd number of technically responsive bids, the middle rate will be used.

- (ii) **STEP 2 - POINTS ALLOCATION:** For each period and each Resource Category points will be allocated as follows:

- (A) A Bidder's proposed firm per diem rate that is either lower than the established lower median band limit or higher than the established upper median band limit for that period and Resource Category will be allocated 0 points.
- (B) A Bidder's proposed firm per diem rate falling within the upper and lower median band limits, for that period and Resource Category, will be allocated points using the following calculation, which will be rounded to two decimal places:

$$\frac{\text{Lowest proposed firm per diem rate within the median band limits}}{\text{Bidder's proposed firm per diem rate within the median band limits}} \times \text{Maximum Points Assigned at Table 1 below}$$
- (C) A Bidder's proposed firm per diem rate falling within the established median band limits which is the lowest proposed firm per diem rate will be allocated the applicable maximum points assigned at Table 1 below.

TABLE 1 - MAXIMUM POINTS ASSIGNED				
RESOURCE CATEGORIES	INITIAL CONTRACT PERIOD	OPTION PERIOD 1	OPTION PERIOD 2	TOTAL POINTS

	(3 YEARS) (25 points per year)			
A.1 Application/Software Architect – SAP (Level 3)	75	25	25	125
A.2 ERP Functional Analyst - SAP – Generalist (Level 3)	75	25	25	125
A.2 ERP Functional Analyst – SAP - Salary Management (Level 3)	75	25	25	125
A.2 ERP Functional Analyst – SAP - Funds Management (Level 3)	75	25	25	125
B.9 Courseware Developer – SAP – Training, Documentation and Delivery (Level 3)	75	25	25	125
P.1 Change Management Consultant – SAP - Organizational Change Management (Level 3)	75	25	25	125
P.1 Change Management Consultant – SAP - Release Management (Level 3)	75	25	25	125
P.9 Project Manager – SAP (Level 3)	75	25	25	125
TOTAL	600	200	200	1000

- (iii) **STEP 3 - FINANCIAL SCORE:** Points allocated under STEP 2 for each period and Resource Category will be added together and rounded to two decimal places to produce the Financial Score. Bidders will find below an example of a financial evaluation using Method A.

(iv) **EXAMPLE OF A FINANCIAL EVALUATION USING METHOD A**

TABLE 2 - EXAMPLE OF A FINANCIAL EVALUATION USING METHOD A:							
Resource Category	Max. Points	Bidder 1		Bidder 2		Bidder 3	
		Year 1	Year 2	Year 1	Year 2	Year 1	Year 2
Programmer	150 (75 pts. per year)	\$400.00	\$400.00	\$420.00	\$440.00	\$450.00	\$450.00
Business Analyst	100 (50 pts. per year)	\$600.00	\$600.00	\$600.00	\$620.00	\$650.00	\$680.00
Project Manager	50 (25 pts. per year)	\$555.00	\$580.00	\$750.00	\$785.00	\$700.00	\$735.00
TOTAL	300						
STEP 1 - Establishing the lower and upper median band limits for each year and each resource category							

(Median 1)	For the Programmer Resource Category, the year 1 median would be \$420.00. The lower median band limit would be \$378.00 and higher median band limit would be \$546.00.
(Median 2)	For the Programmer Resource Category, the year 2 median would be \$440.00. The lower median band limit would be \$396.00 and higher median band limit would be \$572.00.
(Median 3)	For the Business Analyst Resource Category, the year 1 median would be \$600.00. The lower median band limit would be \$540.00 and higher median band limit would be \$780.00.
(Median 4)	For the Business Analyst Resource Category, the year 2 median would be \$620.00. The lower median band limit would be \$558.00 and higher median band limit would be \$806.00.
(Median 5)	For the Project Manager Resource Category, the year 1 median would be \$700.00. The lower median band limit would be \$630.00 and higher median band limit would be \$910.00.
(Median 6)	For the Project Manager Resource Category, the year 2 median would be \$735.00. The lower median band limit would be \$661.50 and higher median band limit would be \$955.50.

STEP 2 - Points Allocation:

Bidder 1:

Programmer Year 1 = 75 points (lowest rate within the lower and upper median band limits)
 Programmer Year 2 = 75 points (lowest rate within the lower and upper median band limits)
 Business Analyst Year 1 = 50 points (lowest rate within the lower and upper median band limits)
 Business Analyst Year 2 = 50 points (lowest rate within the lower and upper median band limits)
 Project Manager Year 1 = 0 points (outside the lower and higher median band limits)
 Project Manager Year 2 = 0 points (outside the lower and higher median band limits)

Bidder 2:

Programmer Year 1 = 71.43 points (based on the following calculation = (Lowest rate of \$400.00 / Bidder's proposed rate of \$420.00) Multiplied by 75 pts)
 Programmer Year 2 = 68.18 points (based on the following calculation = (Lowest rate of \$400.00 / Bidder's proposed rate of \$440.00) Multiplied by 75 pts)
 Business Analyst Year 1 = 50 points (lowest price within the lower and upper median band limits)
 Business Analyst Year 2 = 48.39 points (based on the following calculation = (Lowest rate of \$600.00 / Bidder's proposed rate of \$620.00) Multiplied by 50 pts)
 Project Manager Year 1 = 23.33 points (based on the following calculation = (Lowest rate of \$700.00 / Bidder's proposed rate of \$750.00) Multiplied by 25 pts)
 Project Manager Year 2 = 23.41 points (based on the following calculation = (Lowest rate of \$735.00 / Bidder's proposed rate of \$785) Multiplied by 25 pts)

Bidder 3:

Programmer Year 1 = 66.67 points (based on the following calculation = (Lowest rate of \$400.00 / Bidder's proposed rate of \$450.00) Multiplied by 75 pts)
 Programmer Year 2 = 66.67 points (based on the following calculation = (Lowest rate of \$400.00 / Bidder's proposed rate of \$450.00) Multiplied by 75 pts)
 Business Analyst Year 1 = 46.15 points (based on the following calculation = (Lowest rate of \$600.00 / Bidder's proposed rate of \$650.00) Multiplied by 50 pts)

Business Analyst Year 2 = 44.12 points (based on the following calculation = (Lowest rate of \$600 / Bidder's proposed rate of \$680.00) Multiplied by 50 pts)	
Project Manager Year 1 = 25 points (lowest price within the lower and upper median band limits)	
Project Manager Year 2 = 25 points (lowest price within the lower and upper median band limits)	
STEP 3 - Financial Score:	
Bidder 1:	75 + 75 + 50 + 50 + 0 + 0 = Total Financial Score of 250.00 points out of a possible 300 points
Bidder 2:	71.43 + 68.18 + 50 + 48.39 + 23.33 + 23.41 = Total Financial Score of 284.74 points out of a possible 300 points
Bidder 3:	66.67 + 66.67 + 46.15 + 44.12 + 25 + 25 = Total Financial Score of 273.61 points out of a possible 300 points

(d) **Financial Evaluation - Method B** The following financial evaluation method will be used if less than three bids are determined responsive:

(i) **STEP 1 - POINTS ALLOCATION:** For each period and each Resource Category points will be allocated as follows:

(A) Points will be established based on the following calculation, with points rounded to two decimal places:

$$\frac{\text{Lowest proposed firm per diem rate}}{\text{Bidder's proposed firm per diem rate}} \times \text{Maximum Points Assigned at Table 3 below}$$

The Bidder with the lowest proposed firm per diem rate will be allocated the applicable maximum points assigned at Table 3 below.

TABLE 3 - MAXIMUM POINTS ASSIGNED				
RESOURCE CATEGORIES	INITIAL CONTRACT PERIOD (3 YEARS) (25 points per year)	OPTION PERIOD 1	OPTION PERIOD 2	TOTAL POINTS
A.1 Application/Software Architect – SAP (Level 3)	75	25	25	125
A.2 ERP Functional Analyst - SAP – Generalist (Level 3)	75	25	25	125
A.2 ERP Functional Analyst – SAP - Salary Management (Level 3)	75	25	25	125
A.2 ERP Functional Analyst – SAP - Funds Management (Level 3)	75	25	25	125
B.9 Courseware Developer – SAP – Training, Documentation and Delivery (Level 3)	75	25	25	125
P.1 Change Management Consultant – SAP - Organizational Change Management (Level 3)	75	25	25	125
P.1 Change Management Consultant – SAP - Release Management (Level 3)	75	25	25	125
P.9 Project Manager – SAP (Level 3)	75	25	25	125
TOTAL	600	200	200	1000

- (ii) **STEP 2 - FINANCIAL SCORE:** Points allocated under STEP 1, for each period and each Resource Category, will be added together and rounded to two decimal places to produce the Financial Score.

(e) **Substantiation of Professional Services Rates**

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

- (i) an invoice (referencing a contract serial number or other unique contract identifier) that shows that the Bidder has provided and invoiced a customer (with whom the Bidder deals at arm's length) for services performed for that customer similar to the services that would be provided in the relevant resource category, where those services were provided for at least three months within the eighteen months before the bid solicitation closing date, and the fees charged were equal to or less than the rate offered to Canada;
- (ii) in relation to the invoice in (i), evidence from the Bidder's customer that the services identified in the invoice include at least 50% of the tasks listed in the Statement of Work for the category of resource being assessed for an unreasonably low rate. This evidence must consist of either a copy of the contract (which must describe the services to be provided and demonstrate that at least 50% of the tasks to be performed are the same as those to be performed under the Statement of Work in this bid solicitation) or the customer's signed certification that the services subject to the charges in the invoice included at least 50% of the same tasks to be performed under the Statement of Work in this bid solicitation; and
- (iii) the name, telephone number and, if available, e-mail address of a contact person at the customer who received each invoice submitted under (i), so that Canada may verify any information provided by the Bidder.

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

4.4 Basis of Selection

(a) **Evaluation of Bid – Highest Responsive Combined Rating of Technical Merit and Price**

Selection Process: The following selection process will be conducted for each bid:

- (i) A bid must comply with the requirements of the bid solicitation, meet all mandatory evaluation criteria and obtain the required pass marks for the point rated criteria identified in this bid solicitation to be declared responsive.
- (ii) The responsive bid(s) that obtains the highest Total Bidder Score will be recommended for award of a contract. For any given Bidder, the greatest possible Total Technical Score is 70 while the greatest possible Total Financial Score is 30.

- (A) **Calculation of Total Technical Score:** The Total Technical Score will be computed for each responsive bid by converting the Technical Score obtained for the point-rated technical criteria using the following formula, rounded to two decimal places:

$$\frac{\text{Technical Score}}{\text{Maximum Technical Points}} \times 70 = \text{Total Technical Score}$$

(Bidders, please refer to the maximum technical points at Attachment 4.2)

- (B) **Calculation of Total Financial Score:** The Total Financial Score will be computed for each responsive bid by converting the Financial Score obtained for the financial evaluation using the following formula rounded to two decimal places:

$$\frac{\text{Financial Score}}{\text{Maximum Financial Points}} \times 30 = \text{Total Financial Score}$$

(Bidders, please refer to the total maximum points at Table 1 of Part 4.3 (c))

- (C) **Calculation of the Total Bidder Score:** The Total Bidder Score will be computed for each responsive bid in accordance with the following formula:

$$\text{Total Technical Score} + \text{Total Financial Score} = \text{Total Bidder Score}$$

- (iii) In the event of identical Total Bidder Scores occurring, then the bid with the highest Total Financial Score will become the top-ranked bidder.

- (b) **Contract Funding Allocation:** Where more than one contract is awarded, each contract issued will be issued with an amount of funding specified in the article titled "Limitation of Expenditure" calculated based on the following:

- (i) in the event that Canada elects to award only one contract, the amount of the Limitation of Expenditure will be determined at Canada's discretion;
- (ii) where two contracts are awarded, the allocated amount of the Limitation of Expenditure (total amount determined at Canada's discretion) of each contract will be determined in accordance with the following:

Bidder	Total Bidder Score	Fund Allocation Formula (%)	Total Funds Allocated
1 st ranked	98	98/187 x 100 = 52.41	\$5,241,000.00
2 nd ranked	89	89/187 x 100 = 47.59	\$4,759,000.00
Total	187		\$10,000,000.00
Total funds available: \$10,000,000.00			

NOTE: This is an example only. Actual numbers will be determined after bid evaluation.

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

PART 5 – CERTIFICATIONS AND ADDITIONAL INFORMATION

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

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

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

5.1 Certifications Precedent to Contract Award and Additional Information

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

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

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

Canada will have the right to declare a bid non-responsive if the Bidder, or any member of the Bidder if the Bidder is a Joint Venture, appears on the "[FCP Limited Eligibility to Bid](https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html)" list at the time of contract award.

Canada will also have the right to terminate the Contract for default if a Contractor, or any member of the Contractor if the Contractor is a Joint Venture, appears on the "[FCP Limited Eligibility to Bid](https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html)" list during the period of the Contract.

The Bidder must provide the Contracting Authority with a completed Attachment 5.1, Federal Contractors Program for Employment Equity - Certification, before contract award. If the Bidder is a Joint Venture, the Bidder must provide the Contracting Authority with a completed Attachment 5.1 Federal Contractors Program for Employment Equity - Certification, for each member of the Joint Venture.

(b) Professional Services Resources

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

the Bidder for the requirement is capable of performing the Work described in the resulting contract.

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

(c) Certification of Language - English Essential

By submitting a bid, the Bidder certifies that, should it be awarded a contract as result of the bid solicitation, every individual proposed in its bid will be fluent in English. The individual(s) proposed must be able to communicate orally and in writing in English without any assistance and with minimal errors.

(d) Submission of Only One Bid

By submitting a bid, the Bidder is certifying that it does not consider itself to be related to any other bidder.

PART 6 - SECURITY, FINANCIAL AND OTHER REQUIREMENTS

6.1 Security Requirement

- (a) Security Requirement Before award of a contract, the following conditions must be met:
 - (i) the Bidder must hold a valid organization security clearance as indicated in Part 7 - Resulting Contract Clauses;
- (b) Bidders are reminded to obtain the required security clearance promptly. Any delay in the award of a contract to allow the successful Bidder to obtain the required clearance will be at the entire discretion of the Contracting Authority.
- (c) For additional information on security requirements, Bidders should refer to the Contract Security Program of Public Works and Government Services Canada (<http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html>) website.
- (d) In the case of a joint venture bidder, each member of the joint venture must meet the security requirements

6.2 Financial Capability

- (a) SACC Manual clause A9033T (2012-07-16) Financial Capability applies, except that subsection 3 is deleted and replaced with the following: "If the Bidder is a subsidiary of another company, then any financial information required by the Contracting Authority in 1(a) to (f) must be provided by each level of parent company, up to and including the ultimate parent company. The financial information of a parent company does not satisfy the requirement for the provision of the financial information of the Bidder; however, if the Bidder is a subsidiary of a company and, in the normal course of business, the required financial information is not generated separately for the subsidiary, the financial information of the parent company must be provided. If Canada determines that the Bidder is not financially capable but the parent company is, or if Canada is unable to perform a separate assessment of the Bidder's financial capability because its financial information has been combined with its parent's, Canada may, in its sole discretion, award the contract to the Bidder on the condition that the parent company grant a performance guarantee to Canada."
- (b) In the case of a joint venture bidder, each member of the joint venture must meet the financial capability requirements.

PART 7 - RESULTING CONTRACT CLAUSES

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

7.1 Requirement

- (a) _____ (the "**Contractor**") agrees to supply to the Client the services described in the Contract, including the Statement of Work, in accordance with, and at the prices set out in, the Contract. This includes providing professional services as and when requested by Canada, to one or more locations to be designated by Canada, excluding any locations in areas subject to any of the Comprehensive Land Claims Agreements
- (b) **Client:** Under the Contract, the "**Client**" is Employment and Social Development Canada (ESDC).
- (c) **Reorganization of Client:** The Contractor's obligation to perform the Work will not be affected by (and no additional fees will be payable as a result of) the renaming, reorganization, reconfiguration, or restructuring of any Client. The reorganization, reconfiguration and restructuring of the Client includes the privatization of the Client, its merger with another entity, or its dissolution, where that dissolution is followed by the creation of another entity or entities with mandates similar to the original Client. In connection with any form of reorganization, Canada may designate another department or government body as the Contracting Authority or Technical Authority, as required to reflect the new roles and responsibilities associated with the reorganization.
- (d) **Defined Terms:** Words and expressions defined in the General Conditions or Supplemental General Conditions and used in the Contract have the meanings given to them in the General Conditions or Supplemental General Conditions. Any reference to an Identified User in the Supply Arrangement is a reference to the Client. Also, any reference to a "deliverable" or "deliverables" includes all documentation outlined in this Contract. A reference to a "local office" of the Contractor means an office having at least one full time employee that is not a shared resource working at that location.

7.2 Task Authorization

- (a) **As-and-when-requested Task Authorizations:** The Work or a portion of the Work to be performed under the Contract will be on an "as-and-when-requested basis" using a Task Authorization (TA). The Work described in the TA must be in accordance with the scope of the Contract. The Contractor must not commence work until a validly issued TA has been issued by Canada and received by the Contractor. The Contractor acknowledges that any work performed before such issuance and receipt will be done at the Contractor's own risk.
- (b) **Allocation of Task Authorizations:** More than one Contract has been awarded for this requirement. As a result, the Task Authorizations issued under this series of contracts will be allocated in accordance with the following:
 - (i) Canada will send the first draft Task Authorization to the Contractor ranked first as determined under the evaluation process in the bid solicitation that resulted in the award of this series of contracts. It is Canada's intention to alternate subsequent TAs between all Contractors in this series of contracts, based on the percentage values determined by the Contract Fund Allocation Formula.
 - (ii) The Contractor sent a draft TA will have the time set out further below under the subparagraph entitled "Contractor's Response to Draft Task Authorization" to respond to the Contracting Authority.
 - (iii) If the Contractor to whom the draft TA is first sent fails to respond on time, confirms in writing that it refuses to perform the task, or in the event that Canada determines the proposed resource(s) does not meet the minimum experience or other requirements of

the category(ies) identified in the draft TA, the draft TA will then be forwarded to the next Contractor under the same allocation process. The process of sending out a draft TA to the next Contractor under the allocation process will continue until Canada either cancels the requirement for the task or it has been validly issued to one of the Contractors. If none of the Contractors can perform the task (in accordance with all the terms and conditions of this series of contracts), Canada may acquire the required Work by other means.

- (iv) If the Contractor refuses a TA or fails to submit a valid response, the dollar value of the TA may be subtracted from the dollar value of the Contractor's contract and may be re-allocated, at the Contracting Authority's sole discretion, in whole or in part, to the other Contractor(s). This decrease will be evidenced for administrative purposes only through a contract amendment issued by the Contracting Authority (which does not require the agreement of the Contractor).
 - (v) Canada will make a reasonable effort to ensure that the dollar value of the TAs issued to the Contractors are proportionally balanced throughout the Contract Period based on the percentage values determined by the Contract Fund allocation Formula in the bid solicitation. A review of TAs issued to the Contractors will be conducted at six-month intervals and at the beginning of each fiscal year to confirm proportional utilization and distribution of the TAs.
- (c) **Assessment of Resources Proposed at TA Stage:** Processes for issuing, responding to and assessing Task Authorizations are further detailed in Appendices A, B, C and D of Annex A.
- (d) **Form and Content of draft Task Authorization:**
- (i) The Technical Authority will provide the Contractor with a description of the task in a draft Task Authorization using the form specified in Annex A.
 - (ii) The draft Task Authorization will contain the details of the activities to be performed, and must also contain the following information:
 - (A) the contract number;
 - (B) the task number;
 - (C) The date by which the Contractor's response must be received (which will appear in the draft Task Authorization, but not the issued Task Authorization);
 - (D) the categories of resources and the number required;
 - (E) a description of the work for the task outlining the activities to be performed and identifying any deliverables (such as reports);
 - (F) the start and completion dates;
 - (G) milestone dates for deliverables and payments (if applicable);
 - (H) the number of person-days of effort required;
 - (I) whether the work requires on-site activities and the location;
 - (J) the language profile of the resources required;
 - (K) the level of security clearance required of resources;
 - (L) the price payable to the Contractor for performing the task, with an indication of whether it is a firm price or a maximum TA price (and, for maximum price task authorizations, the TA must indicate how the final amount payable will be determined; where the TA does not indicate how the final amount payable will be determined, the amount payable is the amount, up to the maximum, that the Contractor demonstrates was actually worked on the project, by submitting time

sheets filled in at the time of the work by the individual resources to support the charges); and

(M) any other constraints that might affect the completion of the task.

(e) **Contractor's Response to Draft Task Authorization:** The Contractor must provide to the Technical Authority within two working days of receiving the draft Task Authorization (or within any longer time period specified in the draft TA), confirmation that it accepts the request as well as confirmation that within an additional three working days, it will submit the following:

- (i) the total estimated cost proposed for performing the task or, as applicable, revised task;
- (ii) a breakdown of that cost established in accordance with the Basis of Payment; and
- (iii) for each resource proposed by the Contractor for the performance of the Work required:
 - the proposed resource in accordance with Appendix A to Annex A;
 - the resume of the proposed resource;
 - the signed Appendix D to Annex A;
 - the proposed resource's PWGSC Security Clearance File Number and date of birth.

The Contractor will not be paid for preparing or providing its response or for providing other information required to prepare and validly issue the TA.

(f) **Task Authorization Limit and Authorities for Validly Issuing Task Authorizations:**

- (i) To be validly issued, a TA must include the following signatures:
 - (A) for any TA, inclusive of revisions, with a value less than or equal to \$0.00 (excluding Applicable Taxes), the TA must be signed by:
 - (1) the Technical Authority; and
 - (2) the Contractor; and
 - (3) the Contracting Authority
 - (B) for any TA, inclusive of revisions, with a value greater than this amount, a TA must include the following signatures:
 - (1) the Technical Authority; and
 - (2) the Contractor; and
 - (3) the Contracting Authority.

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

(g) **Periodic Usage Reports:**

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

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- (ii) The quarterly periods are defined as follows:
- (A) 1st quarter: April 1 to June 30;
 - (B) 2nd quarter: July 1 to September 30;
 - (C) 3rd quarter: October 1 to December 31; and
 - (D) 4th quarter: January 1 to March 31.
- The data must be submitted to the Contracting Authority no later than 10 calendar days after the end of the reporting period.
- (iii) Each report must contain the following information for each validly issued TA (as amended):
- (A) the Task Authorization number and the Task Authorization Revision number(s), if applicable;
 - (B) a title or a brief description of each authorized task;
 - (C) the name, Resource category and level of each resource involved in performing the TA, as applicable;
 - (D) the total estimated cost specified in the validly issued TA of each task, exclusive of Applicable Taxes;
 - (E) the total amount, exclusive of Applicable Taxes, expended to date against each authorized task;
 - (F) the start and completion date for each authorized task; and
 - (G) the active status of each authorized task, as applicable (e.g., indicate whether work is in progress or if Canada has cancelled or suspended the TA, etc.).
- (iv) Each report must also contain the following cumulative information for all the validly issued TA's (as amended):
- (A) the amount, exclusive of Applicable Taxes, specified in the Contract (as last amended, as applicable) as Canada's total liability to the Contractor for all validly issued TAs; and
 - (B) the total amount, exclusive of Applicable Taxes, expended to date against all validly issued TAs.

- (h) **Refusal of Task Authorizations or Submission of a Response which is not Valid:** The Contractor is not required to submit a response to every draft TA sent to it by Canada. However, in addition to Canada's other rights to terminate the Contract, Canada may immediately, and without further notice, terminate the Contract for default in accordance with the General Conditions if the Contractor has either not responded or has not submitted a valid response in at least six instances when sent a draft TA each year, starting on the date the Contract is awarded. In addition, if any of the six instances relate to the provision of resources in a single resource category, the Contractor may not be sent future TAs for the provision of services in that resource category.

For greater clarity, each draft TA, which is identifiable by its task number, will only count as one instance. A valid response is one that is submitted within the required time period set out under Appendix A to Annex A "Tasking Assessment Procedure" and meets all requirements of the draft TA issued, including proposing the required number of resources who each meet the minimum experience and other requirements of the categories identified in the draft TA at pricing not exceeding the rates set out in Annex B.

(i) **Suspension of Eligibility for Future TAs:**

- (i) Canada may, by sending written notice to the Contractor, suspend the Contractor's eligibility for receiving TAs under the Contract for maximum period of six months or timeframe otherwise specified by Canada under any of the following circumstances:
 - (A) the Contractor is in default in carrying out any of its obligations under the contract, including paragraph 05 of General Conditions 2035 (2022-05-12), Conduct of the Work;
 - (B) Canada has documented performance issues that impact the delivery of the Work required under one or more TAs. This could include demonstrated inability to provide or maintain qualified resources, replacing resources repeatedly, or providing qualified resource replacements in a timely manner, any of which impact on the delivery of the Work;
 - (C) Canada has imposed measures on the Contractor under the Vendor Performance Corrective Measure Policy (or such similar policy that may be in place from time to time).
- (ii) Suspension of the Contractor's eligibility to receive TAs under the Contract 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 TA entered into before the issuance of the notice.
- (iii) The duration of the suspension and the conditions, if applicable, which may be required by Canada to lift the suspension will be communicated in writing. The Contractor must submit a written action plan describing measures it will implement or actions it will undertake to eliminate the performance issues. If Canada deems there are issues not addressed within the action plan, Canada may express its concerns in writing. The Contractor will have five working days from the date that the written communication is sent to deliver an action plan to the Client and the Contracting Authority and 20 working days to rectify the underlying problem.

- (j) **Consolidation of TA's for Administrative Purposes:** The Contract may be amended from time to time to reflect all validly issued Task Authorizations to date, to document the Work performed under those TA's for administrative purposes.

7.3 Minimum Work Guarantee

- (a) In this clause,
 - (i) **"Maximum Contract Value"** means the amount specified in the **"Limitation of Expenditure"** clause set out in the Contract; and
 - (ii) **"Minimum Contract Value"** means \$20,000.00 (excluding Applicable Taxes).
- (b) Canada's obligation under the Contract is to request Work in the amount of the Minimum Contract Value or, at Canada's option, to pay the Contractor at the end of the Contract in accordance with sub-article (c), subject to sub-article (d). In consideration of such obligation, the Contractor agrees to stand in readiness throughout the Contract Period to perform the Work described in the Contract. Canada's maximum liability for work performed under the Contract must not exceed the Maximum Contract Value, unless an increase is authorized in writing by the Contracting Authority.
- (c) In the event that Canada does not request work in the amount of the Minimum Contract Value during the Contract Period, Canada must pay the Contractor the difference between the Minimum Contract Value and the total cost of the Work requested.
- (d) Canada will have no obligation to the Contractor under this article if Canada terminates the entire Contract
 - (i) for default;

- (ii) for convenience as a result of any decision or recommendation of a tribunal or court that the contract be cancelled, re-tendered or awarded to another supplier; or
- (iii) for convenience within ten business days of Contract award.

7.4 Standard Clauses and Conditions

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

(a) **General Conditions:**

- (i) 2035 (2022-05-12) , General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

With respect to Section 30 - Termination for Convenience, of General Conditions 2035, Subsection 04 is deleted and replaced with the following Subsections 04, 05 and 06:

- 4. The total of the amounts, to which the Contractor is entitled to be paid under this section, together with any amounts paid, due or becoming due to the Contractor must not exceed the Contract Price.
- 5. Where the Contracting Authority terminates the entire Contract and the Articles of Agreement include a Minimum Work Guarantee, the total amount to be paid to the Contractor under the Contract will not exceed the greater of:
 - (a) the total amount the Contractor may be paid under this section, together with any amounts paid, becoming due other than payable under the Minimum Work Guarantee, or due to the Contractor as of the date of termination, or
 - (b) the amount payable under the Minimum Work Guarantee, less any amounts paid, due or otherwise becoming due to the Contractor as of the date of termination.
- 6. The Contractor will have no claim for damages, compensation, loss of profit, allowance arising out of any termination notice given by Canada under this section except to the extent that this section expressly provides. The Contractor agrees to repay immediately to Canada the portion of any advance payment that is unliquidated at the date of the termination.

(b) **Supplemental General Conditions:**

The following Supplemental General Conditions:

- (i) 4006 (2010-08-16), Supplemental General Conditions - Contractor to Own Intellectual Property Rights in Foreground Information;
apply to and form part of the Contract.

7.5 Security Requirement

The following security requirements, applies to and forms part of the Contract.

- (a) The Contractor must, at all times during the performance of the Contract, hold a valid Designated Organization Screening (DOS), issued by the Contract Security Program (CSP), Public Works and Government Services Canada (PWGSC).
- (b) The Contractor personnel requiring access to PROTECTED information, assets or sensitive site(s) must EACH hold a valid RELIABILITY STATUS, granted or approved by the CSP, **PWGSC**.

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- (c) The Contractor MUST NOT remove any PROTECTED information or assets from the identified site(s), and the Contractor must ensure that its personnel are made aware of and comply with this restriction.
 - (d) Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of the CSP, **PWGSC**.
 - (e) The Contractor must comply with the provisions of the:
 - (i) Security Requirements Check List and security guide (if applicable), attached at Annex C;
 - (ii) *Contract Security Manual* (Latest Edition).

7.6 Use of individual Protective Equipment and Occupational Health and Safety (OHS) Guidelines

- (a) The Contractor must comply with Government of Canada onsite requirements in respect of individual Protective Pieces of Equipment (PPE) and adhere to Occupational Health and Safety (OHS) guidelines in force in the workplace.
- (b) The Contractor will provide its resources the following individual PPE for working on site: prescribed face covering mask, gloves, protective shield, and anything else that is required as a pre-requisite to entry and to work on Government of Canada premises. Canada reserves the right to modify the list of PPE and OHS guidelines, if required, to include any future recommendations proposed by the Public Health Agencies.
- (c) The Contractor warrants that its resources will wear the PPE mentioned above when onsite and follow at all times the Occupational Health and Safety (OHS) guidelines in force in the workplace during the contract period. If resources are not wearing the prescribed PPE and/or are not following the Occupational Health and Safety (OHS) guidelines in force in the workplace, they will not be permitted access to government of Canada sites.

7.7 Contract Period

- (a) **Contract Period:** The "**Contract Period**" is the entire period of time during which the Contractor is obliged to perform the Work, which includes:
 - (i) The "**Initial Contract Period**", which begins on the date the Contract is awarded and ends three years later; and
 - (ii) The period during which the Contract is extended, if Canada chooses to exercise any options set out in the Contract.
- (b) **Option to Extend the Contract:**
 - (i) The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to two additional one-year period(s) under the same terms and conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions set out in the Basis of Payment.
 - (ii) Canada may exercise this option at any time by sending a written notice to the Contractor before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced, for administrative purposes only, through a contract amendment.

7.8 Authorities

(a) **Contracting Authority**

The Contracting Authority for the Contract is:

TO BE INSERTED UPON CONTRACT AWARD

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

(b) **Technical Authority**

The Technical Authority for the Contract is:

TO BE INSERTED UPON CONTRACT AWARD

The Technical Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Technical Authority; however, the Technical Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

(c) **Contractor's Representative**

TO BE INSERTED UPON CONTRACT AWARD

7.9 Proactive Disclosure of Contracts with Former Public Servants

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

7.10 Payment

(a) **Basis of Payment**

- (i) **Professional Services provided under a Task Authorization with a Maximum Price:** For professional services requested by Canada, in accordance with a validly issued Task Authorization, Canada will pay the Contractor, in arrears, up to the Maximum Price for the TA, for actual time worked and any resulting deliverables in accordance with the firm all-inclusive per diem rates set out in Annex B, Basis of Payment, Applicable Taxes extra. Partial days will be prorated based on actual hours worked based on a 7.5-hour workday.
- (ii) **Travel and Living Expenses – National Joint Council Travel Directive** The Contractor will be reimbursed its authorized travel and living expenses reasonably and properly incurred in the performance of the Work, at cost, without any allowance for profit and/or administrative overhead, in accordance with the meal and private vehicle expenses provided in Appendices B, C and D of the National Joint Council Travel Directive and with the other provisions of the directive referring to “travellers”, rather than those referring to “employees”. All travel must have the prior authorization of the Technical Authority. Travel requests will only be considered for a work location which is located more than 100 kilometers from National Capital Region. The Contractor will be paid for actual time spent travelling at half the hourly rate. The hourly rate will be determined by dividing the firm per diem rate set out in Annex B by 7.5 hours. All payments are subject to government audit.
- (iii) **Competitive Award:** The Contractor acknowledges that the Contract has been awarded as a result of a competitive process. No additional charges will be allowed to compensate for errors, oversights, misconceptions or underestimates made by the Contractor when bidding for the Contract.

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- (iv) **Contractor's Firm Per Diem Rates:** The Contractor agrees that the rates set out in Annex B remain firm throughout the Contract Period, except as may be provided for in the express terms of the contract. In reference to Article 18(1) of SACC General Conditions 2035, the Contractor acknowledges that its obligation to provide services in accordance with the firm rates set out in Annex B is unaffected by the application of any existing law or any new law which may come into effect during the Contract Period.
- (v) **Professional Services Rates:** In Canada's experience, bidders from time to time propose rates at the time of bidding for one or more Resource Categories that they later refuse to honour, on the basis that these rates do not allow them to recover their own costs and/or make a profit. This denies Canada of the benefit of the awarded contract. If the Contractor does not respond or refuses to provide an individual with the qualifications described in the Contract within the time described in the Contract (or proposes instead to provide someone from an alternate category at a different rate), whether or not Canada terminates the Contract as a whole or in part or chooses to exercise any of the rights provided to it under the general conditions, Canada may impose sanctions or take other measures in accordance with the PWGSC Vendor Performance Corrective Measure Policy (or equivalent) then in effect, which measures may include an assessment that results in conditions applied against the Contractor to be fulfilled before doing further business with Canada, or full debarment of the Contractor from bidding on future requirements.
- (b) **Limitation of Expenditure – Cumulative Total of all Task Authorizations**
- (i) Canada's total liability to the Contractor under the Contract for all validly issued Task Authorizations (TAs), inclusive of any revisions, must not exceed the amount set out on page 1 of the Contract, less any Applicable taxes. With respect to the amount set out on page 1 of the Contract, Customs duties are included and Applicable Taxes are included
- (ii) No increase in the total liability of Canada will be authorized or paid to the Contractor unless an increase has been approved, in writing, by the Contracting Authority.
- (iii) The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:
- (A) when it is 75 percent committed, or
- (B) 4 months before the contract expiry date, or
- (C) As soon as the Contractor considers that the sum is inadequate for the completion of the Work required in all authorized TAs, inclusive of any revisions, whichever comes first.
- (iv) If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Providing this information does not increase Canada's liability.
- (c) **Method of Payment for Task Authorizations with a Maximum Price:** For each Task Authorization validly issued under the Contract that contains a maximum price:
- (i) Canada will pay the Contractor no more frequently than once a month in accordance with the Basis of Payment. The Contractor must submit time sheets for each resource showing the days and hours worked to support the charges claimed in the invoice.
- (ii) Once Canada has paid the maximum TA price, Canada will not be required to make any further payment, but the Contractor must complete all the work described in the TA, all of which is required to be performed for the maximum TA price. If the work described in the TA is completed in less time than anticipated, and the actual time worked (as supported by the time sheets) at the rates set out in the Contract is less than the maximum TA

price, Canada is only required to pay for the time spent performing the work related to that TA.

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

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

- (i) Direct Deposit (Domestic and International);

Note to Bidders: *If applicable, the Electronic Payment Instrument(s) indicated by the Bidder in Attachment or Form 3.2 will be included in any resulting contract.*

(e) **Time Verification**

Time charged and the accuracy of the Contractor's time recording system are subject to verification by Canada, before or after payment is made to the Contractor. If verification is done after payment, the Contractor must repay any overpayment, at Canada's request.

(f) **Payment Credits**

(i) **Failure to Provide Resource:**

- (A) If the Contractor does not provide a required professional services resource that has all the required qualifications within the time prescribed by the Contract, the Contractor must credit to Canada an amount equal to the per diem rate (based on a 7.5-hour workday) of the required resource for each day (or partial day) of delay in providing the resource, up to a maximum of 10 days.
- (B) **Corrective Measures:** If credits are payable under this Article for two consecutive months or for three months in any 12-month period, the Contractor must submit a written action plan describing measures it will implement or actions it will undertake to eliminate the recurrence of the problem. The Contractor will have five working days to deliver the action plan to the Client and the Contracting Authority and 20 working days to rectify the underlying problem.
- (C) **Termination for Failure to Meet Availability Level:** In addition to any other rights it has under the Contract, Canada may terminate the Contract for default in accordance with the General Conditions by giving the Contractor three months' written notice of its intent, if any of the following apply:
- (1) the total amount of credits for a given monthly billing cycle reach a level of 10% of the total billing for that month; or
 - (2) the corrective measures required of the Contractor described above are not met.

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

- (ii) **Credits Apply during Entire Contract Period:** The Parties agree that the credits apply throughout the Contract Period.
- (iii) **Credits represent Liquidated Damages:** The Parties agree that the credits are liquidated damages and represent their best pre-estimate of the loss to Canada in the event of the applicable failure. No credit is intended to be, nor will it be construed as, a penalty.
- (iv) **Canada's Right to Obtain Payment:** The Parties agree that these credits are a liquidated debt. To collect the credits, Canada has the right to hold back, draw back,

deduct or set off from and against any money Canada owes to the Contractor from time to time.

- (v) **Canada's Rights & Remedies not Limited:** The Parties agree that nothing in this Article limits any other rights or remedies to which Canada is entitled under the Contract (including the right to terminate the Contract for default) or under the law generally.
- (vi) **Audit Rights:** The Contractor's calculation of credits under the Contract is subject to verification by government audit, at the Contracting Authority's discretion, before or after payment is made to the Contractor. The Contractor must cooperate fully with Canada during the conduct of any audit by providing Canada with access to any records and systems that Canada considers necessary to ensure that all credits have been accurately credited to Canada in the Contractor's invoices. If an audit demonstrates that past invoices contained errors in the calculation of the credits, the Contractor must pay to Canada the amount the audit reveals was required to be credited to Canada, plus interest, from the date Canada remitted the excess payment until the date of the refund (the interest rate is the Bank of Canada's discount annual rate of interest in effect on the date the credit was first owed to Canada, plus 1.25% per year). If, as a result of conducting an audit, Canada determines that the Contractor's records or systems for identifying, calculating or recording the credits are inadequate, the Contractor must implement any additional measures required by the Contracting Authority.

(g) No Responsibility to Pay for Work not performed due to Closure of Government Offices

- (i) Where the Contractor, its employees, subcontractors, or agents are providing services on government premises under the Contract and those premises are inaccessible because of the evacuation, closure or there are enhanced measures to restrict access to government offices, and as a result no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if there had been no evacuation, closure or restricted access.
- (ii) If, as a result of any strike or lock-out, the Contractor or its employees, subcontractors or agents cannot obtain access to government premises and, as a result, no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if the Contractor had been able to gain access to the premises

7.11 Invoicing Instructions

- (a) The Contractor must submit invoices in accordance with the information required in the General Conditions.
- (b) The Contractor's invoice must include a separate line item for each subparagraph in the Basis of Payment provision, and must show all applicable Task Authorization numbers.
- (c) By submitting invoices, the Contractor is certifying that the goods and services have been delivered and that all charges are in accordance with the Basis of Payment provision of the Contract, including any charges for work performed by subcontractors.
- (d) The Contractor must provide a copy of each invoice to NC-CONTRACTS-CONTRATS-ERP-GD@hrsc-rhdcc.gc.ca and a copy to the Contracting Authority.

7.12 Certifications and Additional Information

- (a) Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor in its bid or precedent to contract award, any TA quotation and the ongoing cooperation in providing additional information are conditions of the Contract and failure to comply will constitute the Contractor in default. Certifications are subject to verification by Canada during the entire Contract Period.

7.13 Federal Contractors Program for Employment Equity - Default by Contractor

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

7.14 Applicable Laws

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

7.15 Priority of Documents

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

- (a) these Articles of Agreement, including any individual SACC clauses incorporated by reference in these Articles of Agreement;
- (b) Supplemental General Conditions, in the following order:
 - (i) 4006 (2010-08-16), Supplemental General Conditions - Contractor to Own Intellectual Property Rights in Foreground Information;
- (c) General Conditions 2035 (2022-05-12), Higher Complexity - Services;
- (d) Annex A, Statement of Work, including its Appendices as follows
 - (i) Appendix A to Annex A - Tasking Assessment Procedure;
 - (ii) Appendix B to Annex A - Task Authorization (TA) Form;
 - (iii) Appendix C to Annex A - Resource Assessment Criteria and Response Table;
 - (iv) Appendix D to Annex A - Certifications at the TA stage;
- (e) Annex B, Basis of Payment;
- (f) Annex C, Security Requirements Check List;
- (g) the validly issued Task Authorizations and any required certifications (including all of their annexes, if any); and
- (h) the Contractor's bid dated _____ (**TO BE INSERTED UPON CONTRACT AWARD**), as clarified on "or" as amended _____ (**TO BE INSERTED UPON CONTRACT AWARD**), if applicable.

7.16 Foreign Nationals (Canadian Contractor)

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

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

7.17 Foreign Nationals (Foreign Contractor)

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

7.18 Insurance Requirements

(a) Compliance with Insurance Requirements

- (i) The Contractor must comply with the insurance requirements specified in this Article. The Contractor must maintain the required insurance coverage for the duration of the Contract. Compliance with the insurance requirements does not release the Contractor from or reduce its liability under the Contract.
- (ii) The Contractor is responsible for deciding if additional insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any additional insurance coverage is at the Contractor's expense, and for its own benefit and protection.
- (iii) The Contractor should forward to the Contracting Authority within ten (10) days after the date of award of the Contract a Certificate of Insurance evidencing the insurance coverage. Coverage must be placed with an Insurer licensed to carry out business in Canada and the Certificate of Insurance must confirm that the insurance policy complying with the requirements is in force. If the Certificate of Insurance has not been completed and submitted as requested, the Contracting Authority will so inform the Contractor and provide the Contractor with a time frame within which to meet the requirement. Failure to comply with the request of the Contracting Authority and meet the requirement within the time period will constitute a default under the General Conditions. The Contractor must, if requested by the Contracting Authority, forward to Canada a certified true copy of all applicable insurance policies.

(b) Commercial General Liability Insurance

- (i) The Contractor must obtain Commercial General Liability Insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature, but for not less than \$2,000,000 per accident or occurrence and in the annual aggregate.
- (ii) The Commercial General Liability policy must include the following:
 - (A) Additional Insured: Canada is added as an additional insured, but only with respect to liability arising out of the Contractor's performance of the Contract. The interest of Canada should read as follows: Canada, as represented by Public Works and Government Services Canada.
 - (B) Bodily Injury and Property Damage to third parties arising out of the operations of the Contractor.
 - (C) Products and Completed Operations: Coverage for bodily injury or property damage arising out of goods or products manufactured, sold, handled, or distributed by the Contractor and/or arising out of operations that have been completed by the Contractor.
 - (D) Personal Injury: While not limited to, the coverage must include Violation of Privacy, Libel and Slander, False Arrest, Detention or Imprisonment and Defamation of Character.
 - (E) Cross Liability/Separation of Insureds: Without increasing the limit of liability, the policy must protect all insured parties to the full extent of coverage provided. Further, the policy must apply to each Insured in the same manner and to the same extent as if a separate policy had been issued to each.
 - (F) Blanket Contractual Liability: The policy must, on a blanket basis or by specific reference to the Contract, extend to assumed liabilities with respect to contractual provisions.

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- (G) Employees and, if applicable, Volunteers must be included as Additional Insured.
 - (H) Employers' Liability (or confirmation that all employees are covered by Worker's compensation (WSIB) or similar program)
 - (I) Broad Form Property Damage including Completed Operations: Expands the Property Damage coverage to include certain losses that would otherwise be excluded by the standard care, custody or control exclusion found in a standard policy.
 - (J) Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of policy cancellation.
 - (K) If the policy is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
 - (L) Owners' or Contractors' Protective Liability: Covers the damages that the Contractor becomes legally obligated to pay arising out of the operations of a subcontractor.
 - (M) Advertising Injury: While not limited to, the endorsement must include coverage for piracy or misappropriation of ideas, or infringement of copyright, trademark, title or slogan.
- (c) **Errors and Omissions Liability Insurance**
- (i) The Contractor must obtain Errors and Omissions Liability (a.k.a. Professional Liability) insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature but for not less than \$1,000,000 per loss and in the annual aggregate, inclusive of defence costs.
 - (ii) If the Professional Liability insurance is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
 - (iii) The following endorsement must be included:
Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of cancellation.

7.19 Limitation of Liability - Information Management/Information Technology

- (a) This section applies despite any other provision of the Contract and replaces the section of the general conditions entitled "Liability". Any reference in this section to damages caused by the Contractor also includes damages caused by its employees, as well as its subcontractors, agents, and representatives, and any of their employees. This section applies regardless of whether the claim is based in contract, tort, or another cause of action. The Contractor is not liable to Canada with respect to the performance of or failure to perform the Contract, except as described in this section and in any section of the Contract pre-establishing any liquidated damages. The Contractor is only liable for indirect, special or consequential damages to the extent described in this Article, even if it has been made aware of the potential for those damages.
- (b) **First Party Liability:**
 - (i) The Contractor is fully liable for all damages to Canada, including indirect, special or consequential damages, caused by the Contractor's performance or failure to perform the Contract that relate to:
 - (A) any infringement of intellectual property rights to the extent the Contractor breaches the section of the General Conditions entitled "Intellectual Property Infringement and Royalties";

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- (B) physical injury, including death.
- (ii) The Contractor is liable for all direct damages caused by the Contractor's performance or failure to perform the Contract affecting real or tangible personal property owned, possessed, or occupied by Canada.
- (iii) Each of the Parties is liable for all direct damages resulting from its breach of confidentiality under the Contract. Each of the Parties is also liable for all indirect, special or consequential damages in respect of its unauthorized disclosure of the other Party's trade secrets (or trade secrets of a third party provided by one Party to another under the Contract) relating to information technology.
- (iv) The Contractor is liable for all direct damages relating to any encumbrance or claim relating to any portion of the Work for which Canada has made any payment. This does not apply to encumbrances or claims relating to intellectual property rights, which are addressed under (i)(A) above.
- (v) The Contractor is also liable for any other direct damages to Canada caused by the Contractor's performance or failure to perform the Contract that relate to:
- (A) any breach of the warranty obligations under the Contract, up to the total amount paid by Canada (including any applicable taxes) for the goods and services affected by the breach of warranty; and
- (B) Any other direct damages, including all identifiable direct costs to Canada associated with re-procuring the Work from another party if the Contract is terminated either in whole or in part for default, up to an aggregate maximum for this subparagraph (B) of the greater of .75 times the total estimated cost (meaning the dollar amount shown on the first page of the Contract in the cell titled "Total Estimated Cost" or shown on each call-up, purchase order or other document used to order goods or services under this instrument), or \$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 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 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).

7.20 Joint Venture Contractor

- (a) The Contractor confirms that the name of the joint venture is _____ and that it is comprised of the following members: ***[list all the joint venture members named in the Contractor's original bid]***.
- (b) With respect to the relationship among the members of the joint venture Contractor, each member agrees, represents and warrants (as applicable) that:
- (i) _____ has been appointed as the "representative member" of the joint venture Contractor and has fully authority to act as agent for each member regarding all matters relating to the Contract;
- (ii) by giving notice to the representative member, Canada will be considered to have given notice to all the members of the joint venture Contractor; and
- (iii) all payments made by Canada to the representative member will act as a release by all the members.
- (c) All the members agree that Canada may terminate the Contract in its discretion if there is a dispute among the members that, in Canada's opinion, affects the performance of the Work in any way.
- (d) All the members are jointly and severally or solidarily liable for the performance of the entire Contract.
- (e) The Contractor acknowledges that any change in the membership of the joint venture (i.e., a change in the number of members or the substitution of another legal entity for an existing member) constitutes an assignment and is subject to the assignment provisions of the General Conditions.
- (f) The Contractor acknowledges that all security and controlled goods requirements in the Contract, if any, apply to each member of the joint venture Contractor.

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

7.21 Professional Services - General

- (a) The Contractor must provide professional services on request as specified in this Contract. All resources provided by the Contractor must meet the qualifications described in the Contract (including those relating to previous experience, professional designation, education, language proficiency and security clearance) and must be competent to provide the required services by any delivery dates described in the Contract.
- (b) If the Contractor fails to deliver any deliverable (excluding delivery of a specific individual) or complete any task described in the Contract on time, in addition to any other rights or remedies available to Canada under the Contract or the law, Canada may notify the Contractor of the deficiency, in which case the Contractor must submit a written plan to the Technical Authority

within ten working days detailing the actions that the Contractor will undertake to remedy the deficiency. The Contractor must prepare and implement the plan at its own expense.

- (c) In General Conditions 2035, the Article titled "Replacement of Specific Individuals" is deleted and the following applies instead:

Replacement of Specific Individuals

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

The replacement must have qualifications and experience that meet or exceed those obtained for the original resource.

- (ii) Subject to an Excusable Delay, where Canada becomes aware that a specific individual identified under the Contract to provide services has not been provided or is not performing, the Contracting Authority may elect to:
- (A) exercise Canada's rights or remedies under the Contract or at law, including terminating the Contract in whole or in part for default under the Article titled "Default of the Contractor", or
 - (B) assess the information provided under (c) (i) above or, if it has not yet been provided, require the Contractor to propose a replacement to be rated by the Technical Authority. The replacement must have qualifications and experience that are similar or exceed those obtained for the original resource and be acceptable to Canada. Upon assessment of the replacement, Canada may accept the replacement, exercise the rights in (ii) (A) above, or require another replacement in accordance with this sub-article (c).

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

- (iii) The Contractor must not, in any event, allow performance of the Work by unauthorized replacement persons. The Contracting Authority may order that an original or replacement resource stop performing the Work. In such a case, the Contractor must immediately comply with the order. The fact that the Contracting Authority does not order a resource to stop performing the Work does not relieve the Contractor from its responsibility to meet the requirements of the Contract.
- (iv) The obligations in this article apply despite any changes that Canada may have made to the Client's operating environment.

7.22 Safeguarding Electronic Media

- (a) Before using them on Canada's equipment or sending them to Canada, the Contractor must use a regularly updated product to scan electronically all electronic media used to perform the Work for computer viruses and other coding intended to cause malfunctions. The Contractor must notify Canada if any electronic media used for the Work are found to contain computer viruses or other coding intended to cause malfunctions.

- (b) If magnetically recorded information or documentation is damaged or lost while in the Contractor's care or at any time before it is delivered to Canada in accordance with the Contract, including accidental erasure, the Contractor must immediately replace it at its own expense.

7.23 Representations and Warranties

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

7.24 Access to Canada's Property and Facilities

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

7.25 Implementation of Professional Services

If similar professional services are currently being provided by another supplier or by Canada's own personnel, the Contractor is responsible for ensuring that the transition to the professional services it provides under the Contract is completed in a way that does not disrupt Canada's operations or users, and does not result in any interim degradation to the timeliness or quality of service. The Contractor is solely responsible for any additional training required by its resources to perform the Work, and time spent by resources on that training or becoming familiar with the Client's environment must not be charged to Canada. The transition will be considered complete once the Contractor has demonstrated, to the satisfaction of the Technical Authority that it is ready and able to carry out the Work. The transition must be complete by no later than 10 working days after the Contract is awarded. All costs associated with establishing itself to provide the professional services are the responsibility of the Contractor.

7.26 Dispute Resolution

- (a) The parties agree to maintain open and honest communication about the Work throughout and after the performance of the contract.
- (b) The parties agree to consult and co-operate with each other in the furtherance of the contract and promptly notify the other party or parties and attempt to resolve problems or differences that may arise.
- (c) If the parties cannot resolve a dispute through consultation and cooperation, the parties agree to consult a neutral third party offering alternative dispute resolution services to attempt to address the dispute.
- (d) Options of alternative dispute resolution services can be found on Canada's Buy and Sell website under the heading "[Dispute Resolution](#)".

7.27 Identification Protocol Responsibilities

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

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

ANNEX A STATEMENT OF WORK

1.0 TITLE

myEMS (SAP) Solution - Support Services

2.0 OBJECTIVES

In order to meet the anticipated requirements of Employment Social Development Canada's (ESDC) transformational agenda and on-going operations, ESDC requires professional services of a Contractor to supplement existing ESDC SAP Centre of Expertise resources.

3.0 BACKGROUND

The mission of ESDC, including the Labour Program and Service Canada, is to build a stronger and more competitive Canada, to support Canadians in making choices that help them live productive and rewarding lives and to improve Canadians' quality of life. To fulfill its mission, ESDC oversees the design and delivery of a range of well-known statutory programs and services that affect Canadians throughout their lives, including:

- Old Age Security;

- Canada Pension Plan;
- Employment Insurance;
- Canada Loans and Apprentice Loan for Students;
- Canada Education Savings Program;
- National Child Benefit; and,
- Universal Child Care Benefit.

In 2014, ESDC implemented the myEMS-SAP Solution which is currently deployed to all 25 000 ESDC employees. The user community is composed of two types of users: practionners and non-practionners. The majority of users are non practionners and are exposed to self service functions via the SAP portal. The practionners are exposed to SAP ECC as they require an extensive use of the tool to support their daily activities.

ESDC has on-going requirements for resources in various roles to support the continuous improvement, stabilization and enhancement (Run/Stabilization Phase) of the SAP solution. There is equally a need to enhance the SAP system and use the system in a more efficient way to deliver to clients. In addition to the current myEMS-SAP Solution, ESDC will be needed to help stabilize the system and help clients adapt to the implemented system and changes. ESDC is also preparing for its migration to SAP S/4HANA the successor of SAP R/3 and SAP ERP optimized for SAP's in-memory database SAP. The implementation is slated for 2025 and a separate requirement will be identified for the delivery of this project. However, ESDC will require guidance and expertise to perform the exploratory and preparation work.

4.0 SCOPE

The Contractor must provide professional services, on an “as and when requested” basis in support of ESDC’s project initiatives and on-going operational requirements. Task Authorizations (TAs) will be issued against the Contract to request the Work.

ESDC has implemented a governance process to examine and prioritize initiatives related to the continuous improvement and enhancements of the SAP solution. ESDC will determine which activities and projects will be undertaken throughout the duration of the project and will assign ESDC resources in support of changing/evolving business priorities.

The Contractor’s resources must collaborate with ESDC resources, and other consultants as required, to perform the tasks and deliver the services.

The Contractor must supply resources for the following categories:

RESOURCE CATEGORY		LEVEL OF EXPERTISE
Stream 1: Application Services		
A.1	Application/Software Architect - SAP	3
A.2	ERP Functional Analyst - SAP – Generalist	3
A.2	ERP Functional Analyst - SAP – Salary Management	3

A.2	ERP Functional Analyst - SAP – Funds Management	3
Stream 4: Business Services		
B.9	Courseware Developer- SAP - Training, Documentation and Delivery	3
Stream 5: Project Management Services		
P.1	Change Management Consultant – SAP - Organizational Change Management	3
P.1	Change Management Consultant – SAP - Release Management	3
P.9	Project Manager - SAP	3

5.0 TASKS

The Contractor must perform tasks, as per each resource category and level mentioned below, or as it may be specified in any of the resulting Task Authorization(s).

STREAM 1: APPLICATION SERVICES

5.1 - A.1 APPLICATION/SOFTWARE ARCHITECT - SAP - LEVEL 3

5.1.1 Tasks

The Application/Software Architect (SAP) - Level 3, must, without limitation, perform any combination of the following tasks:

- 5.1.1.1 Develop functional architectures, frameworks and strategies, either for an organization or for a major application area, to meet the business requirements;
- 5.1.1.2 Identify the policies and requirements that drive out a particular solution;
- 5.1.1.3 Analyze and evaluate alternative technology solutions to meet business problems;
- 5.1.1.4 Ensures the functional integration of all aspects of technology solutions;
- 5.1.1.5 Monitor industry trends to ensure that solutions fit with government and industry directions for technology;
- 5.1.1.6 Analyze functional requirements to identify information, procedures and decision flows;
- 5.1.1.7 Evaluate existing procedures and methods, identify and document database content, structure, and application sub-systems, and develop data dictionary;
- 5.1.1.8 Define and document transaction flows of interfaces for manual to automated operations within application sub-systems, to external systems and between new and existing systems;
- 5.1.1.9 Provide timely and complete knowledge transfer to COE (Center of Expertise) staff through individual and group training, shadowing, demonstrations and written instructions;
- 5.1.1.10 Review business process mapping and solution documentation for all SAP business scenarios;
- 5.1.1.11 Support myEMS (SAP) solution including incident management, problem resolution and user support;

- 5.1.1.12 Provide oversight on change management and release and deployment processes and guidelines;
- 5.1.1.13 Provide guidance with regards to release planning and prioritization of activities to ensure continuous improvement of the myEMS (SAP) solution;
- 5.1.1.14 Support in-service support strategy and approach for maturing the SAP operational model;
- 5.1.1.15 Lead problem escalation and resolution, working with SAP to resolve problems;
- 5.1.1.16 Design solutions with best architecture practices;
- 5.1.1.17 Provide a solid understanding of SAP product offering and it's interoperability with other components as well as high level understanding of interface technology;
- 5.1.1.18 Coordinate all infrastructure change management efforts utilizing change management tools and processes;
- 5.1.1.19 Lead the design of the SAP Solution architecture from a functional perspective;
- 5.1.1.20 Advise and support the Solution Manager, Project Manager and Functional Managers and provide guidance to the Functional team; and
- 5.1.1.21 Provide guidance on eventual migration to S4 HANA.

5.1.2 Deliverables

Deliverables include, but are not limited to, the following:

- 5.1.2.1 ESDC SAP Solution Architecture document;
- 5.1.2.2 Integration Architecture and design document;
- 5.1.2.3 Status reports in electronic format such as Microsoft Word on a monthly basis, one electronic copy of the deliverables as specified in the tasking authorization that will be raised on an "as and when requested" basis to the Technical Authority;
- 5.1.2.4 Status update presentations in electronic format such as Microsoft Word; and
- 5.1.2.5 Any other project deliverables related to the tasks identified in Section 5.1.1 above, on an "as and when requested" basis as specified by the Technical Authority.

All deliverables are subject to the review and acceptance of the Technical Authority.

5.1.3 Technical Environment

Technical Environments include, but are not limited to, the following:

- 5.1.3.1 Large scale SAP Production system (500+ concurrent users);
- 5.1.3.2 SAP Solution Manager (SolMan);
- 5.1.3.3 SAP Enterprise Central Component (ECC) 6.0;
- 5.1.3.4 SAP Business Intelligence (BI);
- 5.1.3.5 SAP Enterprise Portal (EP);
- 5.1.3.6 SAP NetWeaver (NW);
- 5.1.3.7 SAP Governance Risk Compliance (GRC);
- 5.1.3.8 SAP Process Orchestration (PO);
- 5.1.3.9 SAP Service Oriented Architecture (SOA);
- 5.1.3.10 OpenText Invoice Capture Center (ICC);
- 5.1.3.11 HP Application Lifecycle Management (ALM); and
- 5.1.3.12 Departmental Service Bus (DSB).

5.1.4 Functional Modules

Functional modules include, but are not limited to, the following:

- 5.1.4.1 SAP Accounts Payable (FI-AP);
- 5.1.4.2 SAP Accounts Receivable (FI-AR);
- 5.1.4.3 SAP Asset Accounting (FI-AA);

- 5.1.4.4 SAP General Ledger (FI-GL);
- 5.1.4.5 SAP Special Purpose Leger (FI-SPL);
- 5.1.4.6 SAP Controlling (FI-CO);
- 5.1.4.7 SAP Project Systems (PS);
- 5.1.4.8 SAP Materiel Management (MM);
- 5.1.4.9 SAP Plant Maintenance (PM);
- 5.1.4.10 SAP Enterprise Asset Management (EAM);
- 5.1.4.11 SAP Funds Management (FM);
- 5.1.4.12 SAP Travel Management (TM);
- 5.1.4.13 SAP Roles & Authorizations (R&A);
- 5.1.4.14 SAP Business Intelligence (BI);
- 5.1.4.15 SAP Cross Application Time Sheets (CATS);
- 5.1.4.16 SAP Governance, Risk & Compliance (GRC);
- 5.1.4.17 SAP Salary Forecasting Tool (SFT);
- 5.1.4.18 SAP Business Planning & Consolidation (BPC);
- 5.1.4.19 SAP Business Warehouse (BW);
- 5.1.4.20 SAP Business Objects (BO);
- 5.1.4.21 SAP Investment Management (IM);
- 5.1.4.22 SAP Sales & Distribution (SD);
- 5.1.4.23 SAP Public Sector Collections & Disbursements (PSCD);
- 5.1.4.24 SAP CRM;
- 5.1.4.25 SAP Portfolio and Project Management;
- 5.1.4.26 SAP Flexible Real Estate Management (RE-FX);
- 5.1.4.27 SAP Identity Management (IDM)
- 5.1.4.28 SAP Vendor Invoice Management (VIM);
- 5.1.4.29 SAP Test Acceleration and Optimization (TAO);
- 5.1.4.30 SAP HP Application Lifecycle Management (ALM);
- 5.1.4.31 SAP Testing Tools;
- 5.1.4.32 SAP Accelerated SAP (ASAP);
- 5.1.4.33 SAP Master Data Governance (MDG);
- 5.1.4.34 SAP Business Rules Framework (BRF+);
- 5.1.4.35 SAP Business Workflow;
- 5.1.4.36 SAP Public Sector Industry Solution;
- 5.1.4.37 SAP Human Resources (HR); and
- 5.1.4.38 SAP Human Capital Management (HCM).

5.2 - A.2 ERP FUNCTIONAL ANALYST - SAP - GENERALIST – LEVEL 3

5.2.1 Tasks

The ERP Functional Analyst - SAP - Generalist (Level 3) must, without limitation, perform any combination of the following tasks:

- 5.2.1.1 Participate and provide guidance in the development of functional plans, directives, standards and procedures related to the SAP application area;
- 5.2.1.2 Provide guidance and advice on the best application of the Government of Canada's Directives, Policies, Guidelines and Practices for specific SAP application areas to ensure compliance, efficient and effective use of the myEMS (SAP) solution;
- 5.2.1.3 Provide guidance and advice on SAP best practices for specific SAP application areas and integration of these process with other SAP modules in particular integration with SAP Funds Management;

- 5.2.1.4 Provide guidance and advice on SAP best practices for specific SAP application areas and integration of these process with other SAP modules in particular integration with SAP Workflow with Business Rules Framework Plus (BRF+) and Financial Delegation Matrix;
- 5.2.1.5 Provide expertise and guidance in troubleshooting and fixing incidents/problems as they may occur during the deployment and testing of specific SAP application areas and integration with the myEMS (SAP) solution. This includes but is not limited to liaising with the software vendor (SAP via OSS) to triage, document, escalate and address integration issues with all software components, in particular, Enterprise Portal and Workflows;
- 5.2.1.6 Provide guidance and advice on SAP best practices as they relate to data requirements and modelling when enhancing existing or developing new reports in SAP;
- 5.2.1.7 Identify, document roles, authorizations and security requirements;
- 5.2.1.8 Interact with other teams to understand schedule dependencies, resolve cross-team issues, and ensure milestones are met;
- 5.2.1.9 Lead the SAP functional development team in developing requirements, designs and configuration, documentation and testing of Reports Interface Conversion Enhancement Forms Workflow (RICEFW);
- 5.2.1.10 Develop a comprehensive suite of test scripts to support the testing of business process requirements. The resource will also be required to support the overall testing strategy, including participation in multiple test plans and the resolution of test issues using HP ALM;
- 5.2.1.11 Provide timely and complete knowledge transfer to COE (Center of Expertise) staff through individual and group training, shadowing, demonstrations including completeness of documentation;
- 5.2.1.12 Assist in developing and presenting various project status updates as well as project deliverables;
- 5.2.1.13 Create learning material and Deliver end-user training;
- 5.2.1.14 Train employees (various audience profiles) on exactly what they need to know in order to be able to carry out their jobs in the new environment by matching the required learning to each job role; and
- 5.2.1.15 Provide guidance on eventual migration to S4 HANA.

5.2.2 Deliverables

Deliverables include, but are not limited to, the following:

- 5.2.2.1 Business requirement documents;
- 5.2.2.2 Functional design documents;
- 5.2.2.3 Detailed configuration documents
- 5.2.2.4 Reports Interface Conversion Enhancement Forms Workflow (RICEFW) documentation;
- 5.2.2.5 Problem Analysis Reports;
- 5.2.2.6 Recommendations Reports;
- 5.2.2.7 Presentation and training material and execution;
- 5.2.2.8 Status reports in electronic format such as Microsoft Word on a monthly basis, one electronic copy of the deliverables as specified in the tasking authorization that will be raised on an “as and when requested” basis to the Technical Authority;
- 5.2.2.9 Status update presentations in electronic format such as Microsoft Word; and
- 5.2.2.10 Any other project deliverables related to the tasks identified in Section 5.2.1 above, on an “as and when requested” basis as specified by the Technical Authority.

All deliverables are subject to the review and acceptance of the Technical Authority.

5.2.3 Technical Environment

Technical environments include, but are not limited to, the following:

- 5.2.3.1 Large scale SAP Production system (500+ concurrent users);
- 5.2.3.2 SAP Solution Manager (SolMan);
- 5.2.3.3 SAP Enterprise Central Component (ECC) 6.0;
- 5.2.3.4 SAP Business Intelligence (BI);
- 5.2.3.5 SAP Enterprise Portal (EP);
- 5.2.3.6 SAP Process Orchestration (PO);
- 5.2.3.7 SAP Service Oriented Architecture (SOA);
- 5.2.3.8 HP Application Lifecycle Management (ALM);
- 5.2.3.9 ANCILE uPerform; and
- 5.2.3.10 SAP Solution Manager 7.0 and above (SolMan).

5.2.4 Functional Modules

Functional modules include, but are not limited to, the following:

- 5.2.4.1 SAP Accounts Payable (FI-AP);
- 5.2.4.2 SAP Accounts Receivable (FI-AR);
- 5.2.4.3 SAP Asset Accounting (FI-AA);
- 5.2.4.4 SAP General Ledger (FI-GL);
- 5.2.4.5 SAP Special Purpose Leger (FI-SPL);
- 5.2.4.6 SAP Controlling (FI-CO);
- 5.2.4.7 SAP Project Systems (PS);
- 5.2.4.8 SAP Materiel Management (MM);
- 5.2.4.9 SAP Plant Maintenance (PM);
- 5.2.4.10 SAP Enterprise Asset Management (EAM);
- 5.2.4.11 SAP Funds Management (FM);
- 5.2.4.12 SAP Travel Management (TM);
- 5.2.4.13 SAP Roles & Authorizations (R&A);
- 5.2.4.14 SAP Business Intelligence (BI);
- 5.2.4.15 SAP Cross Application Time Sheets (CATS);
- 5.2.4.16 SAP Governance, Risk & Compliance (GRC);
- 5.2.4.17 SAP Salary Forecasting Tool (SFT);
- 5.2.4.18 SAP Business Planning & Consolidation (BPC);
- 5.2.4.19 SAP Business Warehouse (BW);
- 5.2.4.20 SAP Business Objects (BO);
- 5.2.4.21 SAP Investment Management (IM);
- 5.2.4.22 SAP Sales & Distribution (SD);
- 5.2.4.23 SAP Public Sector Collections & Disbursements (PSCD);
- 5.2.4.24 SAP CRM 7.0;
- 5.2.4.25 SAP Portfolio and Project Management;
- 5.2.4.26 SAP Flexible Real Estate Management (RE-FX);
- 5.2.4.27 SAP Identity Management (IDM);
- 5.2.4.28 SAP Vendor Invoice Management (VIM);
- 5.2.4.29 SAP Test Acceleration and Optimization (TAO);
- 5.2.4.30 SAP HP Application Lifecycle Management (ALM);
- 5.2.4.31 SAP Testing Tools;
- 5.2.4.32 SAP Accelerated SAP (ASAP);
- 5.2.4.33 SAP Master Data Governance (MDG);
- 5.2.4.34 SAP Business Rules Framework (BRF+);
- 5.2.4.35 SAP Business Workflow;
- 5.2.4.36 SAP Public Sector Industry Solution;
- 5.2.4.37 SAP Human Resources (HR);

- 5.2.4.38 SAP Human Capital Management (HCM);
- 5.2.4.39 SAP Enterprise Portal (EP)
- 5.2.4.40 SAP Tax and Revenue Management (TRM) for the Public Sector; and
- 5.2.4.41 SAP Accounts Receivable (AR).

5.3 - A.2 ERP FUNCTIONAL ANALYST - SAP – SALARY MANAGEMENT - LEVEL 3

5.3.1 Tasks

The ERP Functional Analyst - SAP - Salary Management (Level 3) must, without limitation, perform any combination of the following tasks:

- 5.3.1.1 Participate and provide guidance in the development of functional plans, directives, standards and procedures related to SAP SFT;
- 5.3.1.1 Provide guidance and advice on SAP best practices as they relate to the SAP SFT processes and integration of these process with other SAP modules in particular integration with SAP Funds Management;
- 5.3.1.1 Provide guidance and advice on SAP best practices as they relate to the SAP SFT processes and integration of these process with other SAP modules in particular integration with SAP Process Integration using SAP Workflows
- 5.3.1.1 Provide expertise and guidance in troubleshooting and fixing incidents/problems as they may occur during the deployment and testing of the SFT integration with the myEMS (SAP) solution. This includes but is not limited to liaising with the software vendor (SAP via OSS) to triage, document, escalate and address SFT integration issues with all software components, in particular HR mini master, Enterprise Portal and Workflows;
- 5.3.1.1 Identify, document roles, authorizations and security requirements;
- 5.3.1.1 Interact with other teams to understand schedule dependencies, resolve cross-team issues, and ensure milestones are met;
- 5.3.1.1 Lead the SAP SFT team in developing requirements, designs and configuration, documentation and testing of Reports Interface Conversion Enhancement Forms Workflow (RICEFW);
- 5.3.1.1 Develop a comprehensive suite of test scripts to support the testing of business process requirements. The resource will also be required to support the overall testing strategy, including participation in multiple test plans and the resolution of test issues using HP ALM;
- 5.3.1.1 Provide timely and complete knowledge transfer to COE (Center of Expertise) staff through individual and group training, shadowing, demonstrations including completeness of documentation;
- 5.3.1.1 Assist in developing and presenting various project status updates as well as project deliverables; and
- 5.3.1.1 Provide guidance on eventual migration to S4 HANA.

5.3.2 Deliverables

Deliverables include, but are not limited to, the following:

- 5.3.2.1 Business requirement documents;
- 5.3.2.2 Functional design documents;
- 5.3.2.3 Detailed configuration documents;
- 5.3.2.4 Reports Interface Conversion Enhancement Forms Workflow (RICEFW) documentation;
- 5.3.2.5 Problem Analysis Reports;

- 5.3.2.6 Recommendations Reports;
- 5.3.2.7 Presentation and training material and execution;
- 5.3.2.8 Status reports in MS Word format on a monthly basis, one electronic copy of the deliverables as specified in the tasking authorization that will be raised on an “as and when requested” basis to the Technical Authority;
- 5.3.2.9 Status update presentations in electronic format such as Microsoft Word; and,
- 5.3.2.10 Any other project deliverables related to the tasks identified in Section 5.3.1 above, on an “as and when requested” basis as specified by the Technical Authority.

All deliverables are subject to the review and acceptance of the Technical Authority.

5.3.3 Technical Environment

Technical environments include, but are not limited to, the following:

- 5.3.3.1 Large scale SAP Production system (500+ concurrent users);
- 5.3.3.2 SAP Solution Manager (SolMan);
- 5.3.3.3 SAP Enterprise Central Component (ECC) 6.0;
- 5.3.3.4 SAP Business Intelligence (BI);
- 5.3.3.5 SAP Enterprise Portal (EP);
- 5.3.3.6 SAP Process Orchestration (PO);
- 5.3.3.7 HP Application Lifecycle Management (ALM); and
- 5.3.3.8 ANCILE uPerform.

5.3.4 Functional Modules

Functional modules include, but are not limited to, the following:

- 5.3.4.1 SAP Accounts Payable (FI-AP);
- 5.3.4.2 SAP Accounts Receivable (FI-AR);
- 5.3.4.3 SAP Asset Accounting (FI-AA);
- 5.3.4.4 SAP General Ledger (FI-GL);
- 5.3.4.5 SAP Special Purpose Leger (FI-SPL);
- 5.3.4.6 SAP Controlling (FI-CO);
- 5.3.4.7 SAP Project Systems (PS);
- 5.3.4.8 SAP Materiel Management (MM);
- 5.3.4.9 SAP Plant Maintenance (PM);
- 5.3.4.10 SAP Enterprise Asset Management (EAM);
- 5.3.4.11 SAP Funds Management (FM);
- 5.3.4.12 SAP Travel Management (TM);
- 5.3.4.13 SAP Roles & Authorizations (R&A);
- 5.3.4.14 SAP Business Intelligence (BI);
- 5.3.4.15 SAP Cross Application Time Sheets (CATS);
- 5.3.4.16 SAP Governance, Risk & Compliance (GRC);
- 5.3.4.17 SAP Salary Forecasting Tool (SFT);
- 5.3.4.18 SAP Business Planning & Consolidation (BPC);
- 5.3.4.19 SAP Business Warehouse (BW);
- 5.3.4.20 SAP Business Objects (BO);
- 5.3.4.21 SAP Investment Management (IM);
- 5.3.4.22 SAP Sales & Distribution (SD);
- 5.3.4.23 SAP Public Sector Collections & Disbursements (PSCD);
- 5.3.4.24 SAP CRM;
- 5.3.4.25 SAP Portfolio and Project Management;
- 5.3.4.26 SAP Flexible Real Estate Management (RE-FX);
- 5.3.4.27 SAP Identity Management (IDM);
- 5.3.4.28 SAP Vendor Invoice Management (VIM);
- 5.3.4.29 SAP Test Acceleration and Optimization (TAO);

- 5.3.4.30 SAP HP Application Lifecycle Management (ALM);
- 5.3.4.31 SAP Testing Tools;
- 5.3.4.32 SAP Accelerated SAP (ASAP);
- 5.3.4.33 SAP Master Data Governance (MDG);
- 5.3.4.34 SAP Business Rules Framework (BRF+);
- 5.3.4.35 SAP Business Workflow;
- 5.3.4.36 SAP Public Sector Industry Solution;
- 5.3.4.37 SAP Human Resources (HR); and
- 5.3.4.38 SAP Human Capital Management (HCM).

5.4 - A.2 ERP FUNCTIONAL ANALYST - SAP- FUNDS MANAGEMENT (FM) - LEVEL 3

5.4.1 Task

The ERP Functional Analyst - SAP – Funds Management (FM) (Level 3) must, without limitation, perform any combination of the following tasks during the Run and Stabilization phases:

- 5.4.1.1 Participate and provide guidance in the development of functional plans, directives, standards and procedures related to SAP FM;
- 5.4.1.2 Provide guidance and advice on SAP best practices as they Relate to the SAP Funds Management, Budgeting and Forecasting and FM integration of these process with other SAP modules in particular integration with SAP Vendor Invoice Management with OpenText, SAP Travel Management and Process Automation using SAP Workflows; conduct design walk-thru sessions, as required, with the technical and functional teams on enhancements and continuous improvements to the budgeting and forecasting (BI-IP) solution and it's integration with FM module.
- 5.4.1.3 Provide expertise and guidance in troubleshooting and fixing incidents/problems as they may occur during the deployment and testing of the FM integration with the myEMS (SAP) solution. This includes but is not limited to liaising with the software vendor (SAP via OSS) to triage, document, escalate and address FM integration issues with all software components, in particular VIM, Portal, BI-IP, SAP Travel Management;
- 5.4.1.4 Provide guidance and advice on SAP best practices as they relate to the SAP FM processes and integration of these process with other SAP modules in particular integration with SAP Process Integration using SAP Workflows with Business Rules Framework plus (BRF+);
- 5.4.1.5 Provide expertise and guidance in troubleshooting and fixing incidents/problems as they may occur during the deployment and testing of the FM integration with the myEMS (SAP) solution. This includes but is not limited to liaising with the software vendor (SAP via OSS) to triage, document, escalate and address FM integration issues with all software components, in particular VIM, Enterprise Portal and Workflows;
- 5.4.1.6 Provide guidance and advice on SAP best practices as they relate to data requirements and modelling when enhancing existing or developing new reports in SAP;
- 5.4.1.7 Identify, document roles, authorizations and security requirements;
- 5.4.1.8 Interact with other teams to understand schedule dependencies, resolve cross-team issues, and ensure milestones are met;
- 5.4.1.9 Lead the SAP FM team in developing requirements, designs and configuration, documentation and testing of Reports Interface Conversion Enhancement Forms Workflow (RICEFW).

- 5.4.1.10 Develop a comprehensive suite of test scripts to support the testing of business process requirements. The resource will also be required to support the overall testing strategy, including participation in multiple test plans and the resolution of test issues using HP ALM;
- 5.4.1.11 Provide timely and complete knowledge transfer to COE (Center of Expertise) staff through individual and group training, shadowing, demonstrations including completeness of documentation;
- 5.4.1.12 Assist in developing and presenting various project status updates as well as project deliverables; and
- 5.4.1.13 Provide guidance on eventual migration to S4 HANA.

5.4.2 Deliverables

Deliverables include, but are not limited to, the following:

- 5.4.2.1 Business requirement documents;
- 5.4.2.2 Functional design documents;
- 5.4.2.3 Detailed configuration documents;
- 5.4.2.4 Reports Interface Conversion Enhancement Forms Workflow (RICEFW) documentation;
- 5.4.2.5 Problem Analysis Reports;
- 5.4.2.6 Recommendations Reports;
- 5.4.2.7 Presentation and training material and execution;
- 5.4.2.8 Status reports in MS Word format on a monthly basis, one electronic copy of the deliverables as specified in the tasking authorization that will be raised on an "as and when requested" basis to the Technical Authority;
- 5.4.2.9 Status update presentations in electronic format such as Microsoft Word; and
- 5.4.2.10 Any other project deliverables related to the tasks identified in Section 5.4.1 above, on an "as and when requested" basis as specified by the Technical Authority.

All deliverables are subject to the review and approval of the Technical Authority

5.4.3 Technical Environment

Technical environments include, but is not limited to, the following:

- 5.4.3.1 Large scale SAP Production system (500+ concurrent users);
- 5.4.3.2 SAP Solution Manager (SolMan);
- 5.4.3.3 SAP Enterprise Central Component (ECC) 6.0;
- 5.4.3.4 SAP Business Intelligence (BI);
- 5.4.3.5 SAP Enterprise Portal (EP);
- 5.4.3.6 SAP Process Orchestration (PO);
- 5.4.3.7 HP Application Lifecycle Management (ALM); and
- 5.4.3.8 ANCILE uPerform.

5.4.4 Functional Modules

Functional Modules include, but are not limited to, the following:

- 5.4.4.1 SAP Accounts Payable (FI-AP);
- 5.4.4.2 SAP Accounts Receivable (FI-AR);
- 5.4.4.3 SAP Asset Accounting (FI-AA);
- 5.4.4.4 SAP General Ledger (FI-GL);
- 5.4.4.5 SAP Special Purpose Leger (FI-SPL);
- 5.4.4.6 SAP Controlling (FI-CO);
- 5.4.4.7 SAP Project Systems (PS);
- 5.4.4.8 SAP Materiel Management (MM);
- 5.4.4.9 SAP Plant Maintenance (PM);
- 5.4.4.10 SAP Enterprise Asset Management (EAM);
- 5.4.4.11 SAP Funds Management (FM);

5.4.4.12 SAP Travel Management (TM);
5.4.4.13 SAP Roles & Authorizations (R&A);
5.4.4.14 SAP Business Intelligence (BI);
5.4.4.15 SAP Cross Application Time Sheets (CATS);
5.4.4.16 SAP Governance, Risk & Compliance (GRC);
5.4.4.17 SAP Salary Forecasting Tool (SFT);
5.4.4.18 SAP Business Planning & Consolidation (BPC);
5.4.4.19 SAP Business Warehouse (BW);
5.4.4.20 SAP Business Objects (BO);
5.4.4.21 SAP Investment Management (IM);
5.4.4.22 SAP Sales & Distribution (SD);
5.4.4.23 SAP Public Sector Collections & Disbursements (PSCD);
5.4.4.24 SAP CRM;
5.4.4.25 SAP Portfolio and Project Management;
5.4.4.26 SAP Flexible Real Estate Management (RE-FX);
5.4.4.27 SAP Identity Management (IDM);
5.4.4.28 SAP Vendor Invoice Management (VIM);
5.4.4.29 SAP Test Acceleration and Optimization (TAO);
5.4.4.30 SAP HP Application Lifecycle Management (ALM);
5.4.4.31 SAP Testing Tools;
5.4.4.32 SAP Accelerated SAP (ASAP);
5.4.4.33 SAP Master Data Governance (MDG)
5.4.4.34 SAP Business Rules Framework (BRF+);
5.4.4.35 SAP Business Workflow;
5.4.4.36 SAP Public Sector Industry Solution;
5.4.4.37 SAP Human Resources (HR); and
5.4.4.38 SAP Human Capital Management (HCM).

STREAM 4: BUSINESS SERVICES

5.5 - B.9 COURSEWARE DEVELOPER – SAP - TRAINING, DOCUMENTATION AND DELIVERY – LEVEL 3

5.5.1 Tasks

The Courseware Developer - SAP - Training, Documentation and Delivery (Level 3) must, without limitation, perform any combination of the following tasks:

- 5.5.1.1 Perform needs assessment/analysis for training purposes;
- 5.5.1.2 Plan and monitor training projects;
- 5.5.1.3 Perform job, task, and/or content analysis;
- 5.5.1.4 Write criterion-referenced, performance-based objectives;
- 5.5.1.5 Recommend instructional media and strategies;
- 5.5.1.6 Develop performance measurement standards;
- 5.5.1.7 Develop course curriculums and outlines
- 5.5.1.8 Write business process procedure documentation;
- 5.5.1.9 Develop training materials;
- 5.5.1.10 Prepare end-users for implementation of courseware materials;
- 5.5.1.11 Communicate effectively by visual, oral, and written form with individuals, small group, and in front of large audiences in classroom and using distance learning tools;
- 5.5.1.12 Interact with other teams to understand schedule dependencies, resolve cross-team issues, and ensure milestones are met;

- 5.5.1.13 Provide timely and complete knowledge transfer to project team staff through individual and group training, shadowing, demonstrations and written instructions; and
- 5.5.1.14 Assist in developing and presenting various project status updates as well as project deliverables.

5.5.2 Deliverables

Deliverables include, but are not limited to:

- 5.5.2.1 Business process procedure documentation;
- 5.5.2.2 Status reports in electronic format such as Microsoft Word on a monthly basis, one electronic copy of the deliverables as specified in the tasking authorization that will be raised on an “as and when requested” basis to the Technical Authority;
- 5.5.2.3 Status update presentations in electronic format such as Microsoft Word; and
- 5.5.2.4 Any other project deliverables related to the tasks identified in Section 5.5.1 above, on an “as and when requested” basis as specified by the Technical Authority.

All deliverables are subject to the review and acceptance of the Technical Authority.

5.5.3 Technical Environment

Technical environments include, but is not limited to, the following:

- 5.5.3.1 SAP version ECC 6.0;
- 5.5.3.2 SAP Tutor;
- 5.5.3.3 SAP Testing Tools;
- 5.5.3.4 ANCILE uPerform; and
- 5.5.3.5 Microsoft Office (Word, Excel, PowerPoint, Visio).

5.5.4 Functional Modules

Functional modules include, but are not limited to, the following:

- 5.5.4.1 SAP Accounts Payable (FI-AP);
- 5.5.4.2 SAP Accounts Receivable (FI-AR);
- 5.5.4.3 SAP Asset Accounting (FI-AA);
- 5.5.4.4 SAP General Ledger (FI-GL);
- 5.5.4.5 SAP Special Purpose Leger (FI-SPL);
- 5.5.4.6 SAP Controlling (FI-CO);
- 5.5.4.7 SAP Project Systems (PS);
- 5.5.4.8 SAP Materiel Management (MM);
- 5.5.4.9 SAP Plant Maintenance (PM);
- 5.5.4.10 SAP Enterprise Asset Management (EAM);
- 5.5.4.11 SAP Funds Management (FM);
- 5.5.4.12 SAP Travel Management (TM);
- 5.5.4.13 SAP Roles & Authorizations (R&A);
- 5.5.4.14 SAP Business Intelligence (BI);
- 5.5.4.15 SAP Cross Application Time Sheets (CATS);
- 5.5.4.16 SAP Governance, Risk & Compliance (GRC);
- 5.5.4.17 SAP Salary Forecasting Tool (SFT);
- 5.5.4.18 SAP Business Planning & Consolidation (BPC);
- 5.5.4.19 SAP Business Warehouse (BW);
- 5.5.4.20 SAP Business Objects (BO);
- 5.5.4.21 SAP Investment Management (IM);
- 5.5.4.22 SAP Sales & Distribution (SD);
- 5.5.4.23 SAP Public Sector Collections & Disbursements (PSCD);
- 5.5.4.24 SAP CRM;

- 5.5.4.25 SAP Portfolio and Project Management;
- 5.5.4.26 SAP Flexible Real Estate Management (RE-FX);
- 5.5.4.27 SAP Identity Management (IDM);
- 5.5.4.28 SAP Vendor Invoice Management (VIM);
- 5.5.4.29 SAP Test Acceleration and Optimization (TAO);
- 5.5.4.30 SAP HP Application Lifecycle Management (ALM);
- 5.5.4.31 SAP Testing Tools;
- 5.5.4.32 SAP Accelerated SAP (ASAP);
- 5.5.4.33 SAP Master Data Governance (MDG);
- 5.5.4.34 SAP Business Rules Framework (BRF+);
- 5.5.4.35 SAP Business Workflow;
- 5.5.4.36 SAP Public Sector Industry Solution;
- 5.5.4.37 SAP Human Resources (HR); and
- 5.5.4.38 SAP Human Capital Management (HCM).

STREAM 5: PROJECT MANAGEMENT SERVICES

5.6 - P.1 CHANGE MANAGEMENT CONSULTANT - SAP - ORGANIZATIONAL CHANGE MANAGEMENT – LEVEL 3

5.6.1. Tasks

The Change Management Consultant - SAP – Organizational Change Management (Level 3) will be responsible for the change impact analysis activities and must, without limitation, perform any combination of the following tasks:

- 5.6.1.1 Analyze and develop business critical success factors;
- 5.6.1.2 Analyze and develop Organizational Change Management strategy;
- 5.6.1.3 Develop and execute an Organizational Change Management plan;
- 5.6.1.4 Coordinates the collection and presentation of changes and impacts to appropriate governance;
- 5.6.1.5 Refers changes to Service Providers for impact analysis and to help identify areas of possible impact;
- 5.6.1.6 Monitors on-going progress of changes through their lifecycle;
- 5.6.1.7 Tables and circulates changes and impacts, Agendas and other pertinent material for change governance meetings;
- 5.6.1.8 Participates in other process initiatives and process reviews;
- 5.6.1.9 Analyzes organizational change documentation to detect any trends or problems and proposes actions to rectify apparent weak areas in the change management process and supporting technologies;
- 5.6.1.10 Communicates and tracks the status of changes to Change Requestors and key stakeholders;
- 5.6.1.11 Documents results of organizational change management;
- 5.6.1.12 Defines and develops organizational change management process metrics and reporting requirement
- 5.6.1.13 Ensures organizational change management process, sub-processes and tools integrate with other processes (e.g. Release & Deployment Management);
- 5.6.1.14 Support the organizational Change Process Owner and Management for documenting the requirements and guidelines of the change management tool usage; and ensuring the change request management process is working well and ensuring that corrective action is taken when the process falters; and

5.6.1.15 Provide guidance on eventual migration to S4 HANA.

5.6.2 Deliverables

Deliverables include, but are not limited to, the following:

- 5.6.2.1 Communications Strategy and Plan;
- 5.6.2.2 Change Management Strategy and Plan;
- 5.6.2.3 Training Strategy, Approach and Plan;
- 5.6.2.4 A detailed Project Plan for Change Management including tasks, resource requirements, work efforts, dependencies and associated cost estimates;
- 5.6.2.5 A schedule that establishes milestones and critical path as well as for project monitoring and reporting;
- 5.6.2.6 Presentation and Training material;
- 5.6.2.7 Status reports in electronic format such as Microsoft Word on a monthly basis, one electronic copy of the deliverables as specified in the tasking authorization that will be raised on an "as and when requested" basis to the Technical Authority;
- 5.6.2.8 Status update presentations in electronic format such as Microsoft Word; and
- 5.6.2.9 Any other project deliverables related to the tasks identified in Section 5.6.1 above will be specified in the Task Authorization.

All deliverables are subject to the review and acceptance of the Technical Authority.

5.6.3 Technical Environment

Technical environments include, but are not limited to, the following:

- 5.6.3.1 SAP version ECC 6.0;
- 5.6.3.2 SAP Solution Manager 7.0 or above; and
- 5.6.3.3 Microsoft Office (Word, Excel, PowerPoint, Visio and Project).

5.6.4 Functional Modules

Functional modules include, but are not limited to, the following:

- 5.6.4.1 SAP Accounts Payable (FI-AP);
- 5.6.4.2 SAP Accounts Receivable (FI-AR);
- 5.6.4.3 SAP Asset Accounting (FI-AA);
- 5.6.4.4 SAP General Ledger (FI-GL);
- 5.6.4.5 SAP Special Purpose Leger (FI-SPL);
- 5.6.4.6 SAP Controlling (FI-CO);
- 5.6.4.7 SAP Project Systems (PS);
- 5.6.4.8 SAP Materiel Management (MM);
- 5.6.4.9 SAP Plant Maintenance (PM);
- 5.6.4.10 SAP Enterprise Asset Management (EAM);
- 5.6.4.11 SAP Funds Management (FM);
- 5.6.4.12 SAP Travel Management (TM);
- 5.6.4.13 SAP Roles & Authorizations (R&A);
- 5.6.4.14 SAP Business Intelligence (BI);
- 5.6.4.15 SAP Cross Application Time Sheets (CATS);
- 5.6.4.16 SAP Governance, Risk & Compliance (GRC);
- 5.6.4.17 SAP Salary Forecasting Tool (SFT);
- 5.6.4.18 SAP Business Planning & Consolidation (BPC);
- 5.6.4.19 SAP Business Warehouse (BW);
- 5.6.4.20 SAP Business Objects (BO);

- 5.6.4.21 SAP Investment Management (IM);
- 5.6.4.22 SAP Sales & Distribution (SD);
- 5.6.4.23 SAP Tax and Revenue Management(TRM) for the Public Sector
- 5.6.4.24 SAP CRM 7.0;
- 5.6.4.25 SAP Portfolio and Project Management;
- 5.6.4.26 SAP Flexible Real Estate Management (RE-FX);
- 5.6.4.27 SAP Identity Management (IDM);
- 5.6.4.28 SAP Vendor Invoice Management (VIM);
- 5.6.4.29 SAP Test Acceleration and Optimization (TAO);
- 5.6.4.30 SAP HP Application Lifecycle Management (ALM);
- 5.6.4.31 SAP Testing Tools;
- 5.6.4.32 SAP Accelerated SAP (ASAP);
- 5.6.4.33 SAP Master Data Governance (MDG);
- 5.6.4.34 SAP Business Rules Framework (BRF+);
- 5.6.4.35 SAP Business Workflow;
- 5.6.4.36 SAP Public Sector Industry Solution;
- 5.6.4.37 SAP Human Resources (HR); and
- 5.6.4.38 SAP Human Capital Management (HCM)

5.7 - P.1 CHANGE MANAGEMENT CONSULTANT – SAP - RELEASE MANAGEMENT – LEVEL 3

5.7.1 Tasks

The Change Management Consultant - SAP - Release Management (Level 3) must, without limitation, perform any combination of the following tasks:

- 5.7.1.1 Ensures that the change request management process is followed and that only authorized changes are implemented;
- 5.7.1.2 Ensures changes conform to process standards and principles;
- 5.7.1.3 Coordinates the collection and presentation of RfCs to CRB and CAB;
- 5.7.1.4 Receives and validates initial priorities to RfCs, updates change status, closes RfCs;
- 5.7.1.5 Return RfCs that do not meet the defined requirements;
- 5.7.1.6 Refers Requests for Change to Service Providers for impact analysis and to help identify areas of possible impact;
- 5.7.1.7 Monitors on-going progress of changes through their lifecycle;
- 5.7.1.8 Tables and circulates all RfCs, Agendas and other pertinent material for CRB and CAB meetings;
- 5.7.1.9 Approves RfCs on behalf of the CAB (within tool);
- 5.7.1.10 Support Post Implementation Review (PIR) activities for all changes;
- 5.7.1.11 Participates in other process initiatives and process reviews;
- 5.7.1.12 Manages the urgent category changes and escalation process;
- 5.7.1.13 Analyzes change records to detect any trends or problems and proposes actions to rectify apparent weak areas in the change request management process and supporting technologies;
- 5.7.1.14 Communicates and tracks the status of changes to Change Requestors and key stakeholders;
- 5.7.1.15 Documents results of production change request management;

- 5.7.1.16 Reviews effectiveness and efficiency of the change request management process and identifies opportunities for process improvement;
- 5.7.1.17 Defines and develops change request management process metrics and reporting requirements;
- 5.7.1.18 Ensures change request management process, sub-processes and tools integrate with other processes (e.g. Release & Deployment Management);
- 5.7.1.19 Support the Change Process Owner and Management for documenting the requirements and guidelines of the change request management tool (i.e. SAP SolMan ChaRM) usage; and ensuring the change request management process is working well and ensuring that corrective action is taken when the process falters; and
- 5.7.1.20 Provide guidance on eventual migration to S4 HANA.

5.7.2 Deliverables

Deliverables include, but are not limited to, the following:

- 5.7.2.1 Communications Strategy and Plan;
- 5.7.2.2 Change Management Strategy and Plan;
- 5.7.2.3 Training Strategy, Approach and Plan;
- 5.7.2.4 Change Impact Assessments;
- 5.7.2.5 Risk management strategy report;
- 5.7.2.6 A detailed Project Plan for Change Management including tasks, resource requirements, work effort, dependencies and associated cost estimates;
- 5.7.2.7 A schedule that establishes milestones and critical path as well as for project monitoring and reporting;
- 5.7.2.8 Presentation and Training material;
- 5.7.2.9 Status reports in electronic format such as Microsoft Word on a monthly basis, one electronic copy of the deliverables as specified in the tasking authorization that will be raised on an "as and when requested" basis to the Technical Authority;
- 5.7.2.10 Status update presentations in electronic format such as Microsoft Word; and
- 5.7.2.11 Any other project deliverables related to the tasks identified in Section 5.7.1 above, on an "as and when requested" basis as specified by the Technical Authority.

All deliverables are subject to the review and acceptance of the Technical Authority.

5.7.3 Technical Environment

Technical environments include, but are not limited to, the following:

- 5.7.3.1 SAP version ECC 6.0;
- 5.7.3.2 SAP Solution Manager; and
- 5.7.3.3 Microsoft Office (Word, Excel, PowerPoint, Visio and Project).

5.7.4 Functional Modules

Functional modules include, but are not limited to, the following:

- 5.7.4.1 SAP Accounts Payable (FI-AP);
- 5.7.4.2 SAP Accounts Receivable (FI-AR);
- 5.7.4.3 SAP Asset Accounting (FI-AA);
- 5.7.4.4 SAP General Ledger (FI-GL);
- 5.7.4.5 SAP Special Purpose Leger (FI-SPL);
- 5.7.4.6 SAP Controlling (FI-CO);
- 5.7.4.7 SAP Project Systems (PS);
- 5.7.4.8 SAP Materiel Management (MM);

- 5.7.4.9 SAP Plant Maintenance (PM);
- 5.7.4.10 SAP Enterprise Asset Management (EAM);
- 5.7.4.11 SAP Funds Management (FM);
- 5.7.4.12 SAP Travel Management (TM);
- 5.7.4.13 SAP Roles & Authorizations (R&A);
- 5.7.4.14 SAP Business Intelligence (BI);
- 5.7.4.15 SAP Cross Application Time Sheets (CATS);
- 5.7.4.16 SAP Governance, Risk & Compliance (GRC);
- 5.7.4.17 SAP Salary Forecasting Tool (SFT);
- 5.7.4.18 SAP Business Planning & Consolidation (BPC);
- 5.7.4.19 SAP Business Warehouse (BW);
- 5.7.4.20 SAP Business Objects (BO);
- 5.7.4.21 SAP Investment Management (IM);
- 5.7.4.22 SAP Sales & Distribution (SD);
- 5.7.4.23 SAP Public Sector Collections & Disbursements (PSCD);
- 5.7.4.24 SAP CRM;
- 5.7.4.25 SAP Portfolio and Project Management;
- 5.7.4.26 SAP Flexible Real Estate Management (RE-FX);
- 5.7.4.27 SAP Identity Management (IDM);
- 5.7.4.28 SAP Vendor Invoice Management (VIM);
- 5.7.4.29 SAP Test Acceleration and Optimization (TAO);
- 5.7.4.30 SAP HP Application Lifecycle Management (ALM);
- 5.7.4.31 SAP Testing Tools;
- 5.7.4.32 SAP Accelerated SAP (ASAP);
- 5.7.4.33 SAP Master Data Governance (MDG);
- 5.7.4.34 SAP Business Rules Framework (BRF+);
- 5.7.4.35 SAP Business Workflow;
- 5.7.4.36 SAP Public Sector Industry Solution;
- 5.7.4.37 SAP Human Resources (HR); and,
- 5.7.4.38 SAP Human Capital Management (HCM).

5.8 - P.9 PROJECT MANAGER - SAP - LEVEL 3

5.8.1 Tasks

The Project Manager - SAP (Level 3) will manage the project during the development, implementation and operations start up by ensuring that resources are made available and that the project is developed and is operational within previously agreed time, cost and performance parameters.

The Project Manager – SAP (Level 3) must, without limitation, perform any combination of the following tasks:

- 5.8.1.1 Manage functional and/or technical requirements planning activities;
- 5.8.1.2 Implement reporting strategy and dashboard for functional and/or technical ERP deliverables;
- 5.8.1.3 Participate in the development of Service Management requirements and practices required for the Project and In-Service Organization;
- 5.8.1.4 Interact with other business and project teams to document and manage project schedule dependencies;
- 5.8.1.5 Prepare terms of reference and agenda for project level working groups;
- 5.8.1.6 Develop functional and/or technical risk management plan;

- 5.8.1.7 Develop and maintain functional and/or technical ERP plans, tools, procedures and systems;
- 5.8.1.8 Manage, coordinate and enforce the use of tools, procedures and systems within the functional and technical teams;
- 5.8.1.9 Prepare, refine, review written documentation, reports, dashboards and make oral presentations;
- 5.8.1.10 Prepare or assist in project budget, costing and scheduling estimates as well as project implementation approaches, issue/quality management processes and organizational requirements;
- 5.8.1.11 Identify and monitor risk throughout a project and prepare preventive, mitigating and contingency plans;
- 5.8.1.12 Prepare, refine and review Work Breakdown Structures (WBS), Schedules, Resource Allocation Matrices (RAM), quality assurance or other necessary standards, Organizational Breakdown Structures (OBS) and other project control documents;
- 5.8.1.13 Collect, review, analyze, track and report on project performance data and advise on the time, cost, scope, quality, business requirements or other performance parameters;
- 5.8.1.14 Prepare, refine, review performance reports and facilitate integration with other tools/reports as necessary;
- 5.8.1.15 Plan functional and/or technical deliverables based on ASAP methodology with participation of team leads;
- 5.8.1.16 Create proposals (impact assessment, cost benefit analysis, feasibility assessments, risk analysis) for the development of new and enhanced business solutions for internal and external clients in response to changing client programs and business requirements and considering advances in ERP technology;
- 5.8.1.17 Develop weekly status report for Functional and/or Technical Director, management and steering committee meetings;
- 5.8.1.18 Provide timely and complete knowledge transfer to project team staff through individual and group training, shadowing, demonstrations and written instructions;
- 5.8.1.19 Assist in developing and presenting various project status updates as well as project deliverables; and
- 5.8.1.20 Provide guidance on eventual migration to S4 HANA.

5.8.2 Deliverables

Deliverables include, but are not limited to, the following:

- 5.8.2.1 Tracking report on functional and/or technical project plan and schedule;
- 5.8.2.2 Document on Certification and Accreditation approach and deliverables;
- 5.8.2.3 Plan and tracking report on functional and/or technical critical path based on Project baseline schedule;
- 5.8.2.4 Phase and/or Project Close out report;
- 5.8.2.5 Document on ESDC transport process and approval;
- 5.8.2.6 ERP Release Management Strategy;
- 5.8.2.7 Document detailing the Custom Development Approach and related functional and technical design templates;
- 5.8.2.8 Solution Manager Implementation plan and schedule with technical and business requirements;
- 5.8.2.9 Production cutover plan;
- 5.8.2.10 Status reports in electronic format such as Microsoft Word on a monthly or bi-weekly basis, one electronic copy of the deliverables as specified in the tasking authorization that will be raised on an "as and when requested" basis to the Technical Authority;
- 5.8.2.11 Status update presentations in electronic format such as Microsoft Word; and

5.8.2.12 Any other project deliverables related to the tasks identified in Section 5.8.1 above, on an “as and when requested” basis as specified by the Technical Authority.

All deliverables are subject to the review and acceptance of the Technical Authority.

5.8.3 Technical Environment

Technical environments include, but are not limited to, the following:

- 5.8.3.1 Large scale SAP Production system (500+ concurrent users);
- 5.8.3.2 SAP Solution Manager 7.2 or above (SolMan);
- 5.8.3.3 SAP Accelerated SAP (ASAP) version 7.0 and above;
- 5.8.3.4 SAP CRM 7.0;
- 5.8.3.5 SAP Enterprise Central Component (ECC) 6.0;
- 5.8.3.6 SAP Business Intelligence (BI);
- 5.8.3.7 SAP Enterprise Portal;
- 5.8.3.8 SAP NetWeaver (NW);
- 5.8.3.9 SAP Governance Risk Compliance (GRC);
- 5.8.3.10 SAP Process Orchestration (PO);
- 5.8.3.11 SAP Service Oriented Architecture (SOA);
- 5.8.3.12 OpenText Invoice Capture Center (ICC);
- 5.8.3.13 HP Application Lifecycle Management (ALM);
- 5.8.3.14 Departmental Service Bus (DSB); and
- 5.8.3.15 Microsoft Office (Word, Excel, PowerPoint, Visio and Project).

5.8.4 Functional Modules

It is anticipated that this resource may require, without limitation, experience with any combination of the following functional modules or functional expertise:

- 5.8.4.1 SAP Accounts Payable (FI-AP);
- 5.8.4.2 SAP Accounts Receivable (FI-AR);
- 5.8.4.3 SAP Asset Accounting (FI-AA);
- 5.8.4.4 SAP General Ledger (FI-GL);
- 5.8.4.5 SAP Special Purpose Ledger (FI-SPL);
- 5.8.4.6 SAP Controlling (FI-CO);
- 5.8.4.7 SAP Project Systems (PS);
- 5.8.4.8 SAP Material Management (MM);
- 5.8.4.9 SAP Plant Maintenance (PM);
- 5.8.4.10 SAP Enterprise Asset Management (EAM);
- 5.8.4.11 SAP Funds Management (FM);
- 5.8.4.12 SAP Travel Management (TM);
- 5.8.4.13 SAP Roles & Authorizations (R&A);
- 5.8.4.14 SAP Business Intelligence (BI);
- 5.8.4.15 SAP Cross Application Time Sheets (CATS);
- 5.8.4.16 SAP Governance, Risk & Compliance (GRC);
- 5.8.4.17 SAP Salary Forecasting Tool (SFT);
- 5.8.4.18 SAP Business Planning & Consolidation (BPC);
- 5.8.4.19 SAP Business Warehouse (BW);
- 5.8.4.20 SAP Business Objects (BO);
- 5.8.4.21 SAP Investment Management (IM);
- 5.8.4.22 SAP Sales & Distribution (SD);
- 5.8.4.23 SAP Public Sector Collections & Disbursements (PSCD);
- 5.8.4.24 SAP CRM 7.0;
- 5.8.4.25 SAP Portfolio and Project Management;
- 5.8.4.26 SAP Flexible Real Estate Management (RE-FX);

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| 5.8.4.27 | SAP Identity Management (IDM); |
| 5.8.4.28 | SAP Vendor Invoice Management (VIM); |
| 5.8.4.29 | SAP Test Acceleration and Optimization (TAO); |
| 5.8.4.30 | SAP HP Application Lifecycle Management (ALM); |
| 5.8.4.31 | SAP Testing Tools; |
| 5.8.4.32 | SAP Accelerated SAP (ASAP); |
| 5.8.4.33 | SAP Master Data Governance (MDG); |
| 5.8.4.34 | SAP Business Rules Framework (BRF+); |
| 5.8.4.35 | SAP Business Workflow; |
| 5.8.4.36 | SAP Public Sector Industry Solution; |
| 5.8.4.37 | SAP Human Resources (HR); and |
| 5.8.4.38 | SAP Human Capital Management (HCM). |

6.0 CONSTRAINTS

The Contractor must utilize tools and methodologies, approved by ESDC, which will enable ESDC to assume responsibility for the ongoing operation of the resulting system.

The Contractor must deliver work using ESDC's standard software development technologies and tools as identified in each TA.

7.0 METHOD AND SOURCE OF ACCEPTANCE

All deliverables and services rendered under this Contract are subject to inspection by the Technical Authority. The Technical Authority shall have the right to reject any deliverables that are not considered satisfactory, or require their correction before payment will be authorized. The Contractor must prepare all documentation in accordance with ESDC standards and templates and provide all deliverables by the date(s) specified on project plans.

8.0 OPERATIONAL AND ORGANIZATIONAL ENVIRONMENT

The solution is hosted on Shared Services Canada managed infrastructure.

9.0 PROJECT MANAGEMENT CONTROL PROCEDURES

The Technical Authority will monitor and control the work by scheduling weekly progress meetings with the Contractor in order to ensure the Contract will be brought in on time, on budget and of an acceptable quality. The Contractor is to provide progress reports as and when requested by the Technical Authority and systems testing will be performed as required.

10.0 REPORTING REQUIREMENTS

The Contractor will be required to provide monthly progress reports to the Technical Authority for each of their resources. The reports must include a debrief summarizing the deliverables completed during that period, progress on new work to be taken on during the following period and progress with respect to the plan or goal for each TA issued. The reports will also include the list of tasks and amount of effort spent on each of the tasks. The Contractor is responsible for producing the report template and the monthly reports are due the first week of each month for the previous month reporting period.

11.0 CLIENT SUPPORT

The Technical Authority will provide relevant background information and access to data. Every attempt will be made throughout the course of the Contract to provide additional information requested by the Contractor, if deemed relevant to the tasks. In addition, the Technical Authority will be available to respond to inquiries from the Contractor. The Contractor will be provided with the necessary documents from relevant working groups/committees as deemed relevant by the Technical Authority. ESDC internal resources and subject matter experts will be available as the Technical Authority deems required.

12.0 OBLIGATIONS

12.1 ESDC will:

- Provide a development environment;
- Provide access to equipment (i.e. a computer and associated equipment, etc.) as required;
- Provide an individual computer workstations (ESDC standard);
- Provide access to general file storage; and
- Provide ESDC approved software, including standardized Project Tools, installed on each Workstation.

12.2 The Contractor must:

- Meet all tasks, deliverables and milestones
- Keep all documents and proprietary information confidential;
- Return all materials belonging to ESDC upon completion of the Contract;
- Submit all written reports in hard copy and electronic Microsoft Office Word;
- Participate in teleconferences, as required;
- Maintain security clearance with no conflict for the duration of the Contract;
- Attend meetings on-site at ESDC in the NCR as required by the Technical Authority to plan and report on progress of the work under the Contract;
- Conduct and maintain all documentation in a secure area; and
- Not connect a Contractor owned computer to the ESCD network (directly or via VPN).

13.0 WORK LOCATION

The Contractor is expected to work on site in the NCR, and will be required to attend meetings, presentation, workshops, consult and review documentation with the Technical Authority and Departmental staff as required. The Technical Authority will work with the Contractor to arrange suitable facilities when required.

ESDC location is:

165 Hôtel-de-Ville
Phase II
Gatineau, Québec
K1A 0J9

The work location will be identified at the TA stage.

14.0 TRAVEL

As the Contractor is expected to work on site in the NCR, any travel expenses will be paid by the Contractor. In unusual circumstances where travel is requested by the Technical Authority, all travel and expenses, must be pre-approved by the Technical Authority and will be processed in accordance with Treasury Board policy.

15.0 LANGUAGE OF THE WORK

The work and all associated deliverables must be in English.

16.0 ACCESSIBILITY

ESDC has considered accessibility as part of this procurement as per the Treasury Board of Canada Secretariat Guideline on Making Information Technology Usable by All. The Contractor can access this Guideline on the TBS website, or a copy may be provided by Canada upon request.

APPENDIX A TO ANNEX A

TASKING ASSESSMENT PROCEDURE

1. Where a requirement for a specific task is identified, a draft Task Authorization Form (TA Form) as attached at Appendix B to Annex A will be provided to the Contractor in accordance with the allocation methodology stated in the Contract Article titled "Allocation of Task Authorizations". Once a draft TA Form is received, the Contractor must submit to the Technical Authority a quotation of rates to supply the requested Resource Categories based on the information identified in the TA Form, as well as its corresponding proposed resource(s). The quotation must be signed and submitted to Canada within the time for response identified in the TA Form. The Contractor will be given a minimum of 2 working days (or any longer time period specified in the draft TA) turnaround time to submit a quotation.
2. With each quotation the Contractor must propose the required number of resources and for each proposed resource the Contractor must supply a résumé, the requested security clearance information and must complete the Response Tables at Appendix C of Annex A applicable to the Resource Categories identified in the draft TA. The same individual must not be proposed for more than one Resource Category. The résumés must demonstrate that each proposed individual meets the qualification requirements described (including any educational requirements, work experience requirements, and professional designation or membership requirements). With respect to the proposed resources:
 - (i) Proposed resources may be employees of the Contractor or employees of a subcontractor, or these individuals may be independent contractors to whom the Contractor would subcontract a portion of the Work. (Refer to Appendix D to Annex A, Certifications).
 - (ii) For educational requirements for a particular degree, designation or certificate, Canada will only consider educational programmes that were successfully completed by the resource before the date the draft TA was first issued to the Contractor.
 - (iii) For requirements relating to professional designation or membership, the resource must have the required designation or membership by the time of draft TA issuance and must continue, where applicable, to be a member in good standing of the profession or membership throughout the assessment period and Contract Period. Where the designation or membership must be demonstrated through a certification, diploma or degree, such document must be current, valid and issued by the entity specified in this

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- Contract or if the entity is not specified, the issuer must have been an accredited or otherwise recognized body, institution or entity at the time the document was issued.
- (iv) For work experience, Canada will not consider experience gained as part of an educational programme, except for experience gained through a formal co-operative programme at a post-secondary institution.
 - (v) For any requirements that specify a particular time period (e.g., 2 years) of work experience, Canada will disregard any information about experience if the résumé does not include the relevant dates (month and year) for the experience claimed (i.e., the start date and end date). Canada will evaluate only the duration that the resource actually worked on a project or projects (from his or her start date to end date), instead of the overall start and end date of a project or a combination of projects in which a resource has participated.
 - (vi) A résumé must not simply indicate the title of the individual's position, but must demonstrate that the resource has the required work experience by explaining the responsibilities and work performed by the individual while in that position. Only listing experience without providing any supporting data to describe responsibilities, duties and relevance to the requirement, or reusing the same wording as the TA Form, will not be considered "demonstrated" for the purposes of the assessment. The Contractor should provide complete details as to where, when, month and year, and how, through which activities/responsibilities, the stated qualifications / experience were obtained. In situations in which a proposed resource worked at the same time on more than one project, the duration of any overlapping time period will be counted only once toward any requirements that relate to the individual's length of experience.
3. The qualifications and experience of the proposed resources will be assessed against the requirements set out in Appendix C to Annex A to determine each proposed resource's compliance with the mandatory and rated criteria. Canada may request proof of successful completion of formal training, as well as reference information. Canada may conduct reference checks to verify the accuracy of the information provided. If reference checks are done, they will be conducted in writing by e-mail (unless the contact at the reference is only available by telephone). Canada will not assess any points or consider a mandatory criterion met unless the response is received within 5 working days. On the third working day after sending out the e-mails, if Canada has not received a response, Canada will notify the Contractor by e-mail, to allow the Contractor to contact its reference directly to ensure that it responds to Canada within 5 working days. Wherever information provided by a reference differs from the information supplied by the Contractor, the information supplied by the reference will be the information assessed. Points will not be allocated or a mandatory criteria considered as met if the reference customer is not a customer of the Contractor itself (for example, the customer cannot be the customer of an affiliate of the Contractor). Nor will points be allocated or a mandatory criteria considered as met if the customer is itself an affiliate or other entity that does not deal at arm's length with the Contractor. Crown references will be accepted.
4. During the assessment of the resources proposed, should the references for two or more resources required under that TA either be unavailable or fail to substantiate the required qualifications of the proposed resources to perform the required services, the Contractor's quotation may be found to be non-responsive.
5. Only quotations that meet all of the mandatory criteria will be considered for assessment of the point rated criteria. Each resource proposed must attain the required minimum score for the point rated criteria for the applicable Resource Category. If the minimum score for any proposed resource is less than what is required, the Contractor's quotation will be found to be non-responsive.
6. Once the quotation has been accepted by the Technical Authority, the TA Form will be signed by Canada and provided to the Contractor for signature. The TA Form must be appropriately signed
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by Canada prior to commencement of any work. The Contractor must not commence work until a validly issued TA Form (the Task Authorization) has been received, and any work performed in its absence is done at the Contractor's own risk.

**APPENDIX B TO ANNEX A
TASK AUTHORIZATION FORM**

TASK AUTHORIZATION (TA) FORM				
Contractor:		Contract Number:		
Commitment: #		Financial Coding:		
Task Number (Amendment):		Issue Date:	Response Require By:	
1. Statement of Work (Work Activities, Certifications and Deliverables)				
See attached for Statement of Work and Certifications required.				
2. Period of Service:	From (Date)		To (Date)	
3. Work Location:				
4. Travel Requirements:				
5. Language Requirement:				
6. Other Conditions/Constraints:				
7. Level of Security Clearance required for the Contractor Personnel:				
8. Contractor's Response:				
Category and Name of Proposed Resource	PWGSC Security File Number	Per Diem Rate	Estimated # of Days	Total Cost
Estimated Cost				
Applicable Taxes				
Total Labour Cost				
Total Travel & Living Cost				

TASK AUTHORIZATION (TA) FORM	
	Maximum TA Price
Contractor's Signature	
Name, Title and Signature of Individual Authorized to sign on behalf of the Contractor (type or print) _____ _____	Signature: _____ Date: _____
Approval – Signing Authority	
<p style="text-align: center;">Signatures (Client)</p> Name, Title and Signature of Individual Authorized to sign: Technical Authority: _____ Date: _____	<p style="text-align: center;">Signatures (PWGSC)</p> Contracting Authority ¹ : _____ Date: _____
You are requested to sell to her Majesty the Queen in Right of Canada, in accordance with the terms and conditions set out herein, referred to herein, or attached hereto, the services listed herein and in any attached sheets at the price set out thereof.	
¹ Signature required for projects valued at \$0.00 or more, Applicable Taxes included.	

APPENDIX C TO ANNEX A

RESOURCES ASSESSMENT CRITERIA AND RESPONSE TABLE - TA STAGE

Note to Bidders: Attachments 4.1 – Mandatory Technical Criteria and 4.2 – Point-Rated Criteria for the following resource categories will be inserted and will form part of the resulting contract:

- A.1 Application/Software Architect – SAP (Level 3);
- A.2 ERP Functional Analyst - SAP – Generalist (Level 3);
- A.2 ERP Functional Analyst – SAP – Salary Management (Level 3);
- A.2 ERP Functional Analyst – SAP – Funds Management (Level 3); and
- P.9 Project Manager – SAP (Level 3).

Years of experience required in these resource assessment criteria will be measured from the date of issuance of a draft TA, rather than from the bid solicitation publication date.

To facilitate resource assessment, Contractors must prepare and submit a response to a draft Task Authorization using the tables provided in this Appendix. When completing the resource grids, the specific information which demonstrates the requested criteria and reference to the page number of the résumé should be incorporated so that Canada can verify this information. The tables should not contain all the project information from the resume. Only the specific answer should be provided.

Note: When providing date ranges for reference contracts or projects, Canada requests that Contractors use the format MM/DD/YYYY to MM/DD/YYYY. For example: 04/15/2020 to 04/14/2021 is acceptable for a one year period. The examples Apr 2020 to Apr 2021 and 15/Apr/2020 to 30/Apr/2021 would NOT be acceptable for a one year period.

B.9 – COURSEWARE DEVELOPER – SAP – TRAINING, DOCUMENTATION AND DELIVERY (LEVEL 3)			
CRITERIA	MANDATORY TECHNICAL CRITERIA (MTC)	MET / NOT MET	CONTRACTOR'S RESPONSE (CROSS REFERENCE TO RÉSUMÉ)
MTC1	Using reference projects, the Contractor must demonstrate that the proposed resource has a minimum of ten years of professional work experience within the last fifteen years, providing services that are the same or similar to a B.9 Courseware Developer - SAP. In addition, the Contractor must demonstrate the proposed resource's experience in providing professional IM/IT services by mapping 70% of the tasks that are the same or similar to those identified under Section		

	<p>5.5.1 of Annex A - Statement of Work (SOW) of this requirement.</p> <p>To allow Canada to assess this experience, for each stated experience the Contractor must include in the proposed resource's résumé the following information:</p> <ul style="list-style-type: none">i. The name of the client organization for whom the services were provided. For each project conducted within the past five years, the Contractor must also provide a minimum of one Customer Reference (name, phone number and valid email address) that can confirm the stated experience;ii. A summary of the project objectives, needs and issues which necessitated the contribution of the resource;iii. The title of the resource category provided under the project;iv. A description of the services provided by the resource including at a minimum:<ul style="list-style-type: none">(a) The resource's roles and responsibilities;(b) The resource's deliverables that were met;(c) How the work provided by the resource related to the project outcomes.v. The resource's start and end dates on the project; andvi. To demonstrate same or similar services for this resource category, the Contractor must map at least 70% of the tasks for this resource category in Annex A - Statement of Work of this requirement to the tasks of the resource category identified in the reference project. In the event that 70% of the tasks results in a decimal (for example 4.8 tasks), the number of tasks would be rounded down (i.e. 4 tasks would be accepted as being equivalent). <p>Note: The task mapping must not be a simple copy of the SOW task of this requirement. The Contractor must provide details for the task of the reference</p>		
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	project that clearly demonstrate how it is similar to the SOW task for this resource in this requirement.		
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B.9 – COURSEWARE DEVELOPER – SAP - TRAINING, DOCUMENTATION AND DELIVERY (LEVEL 3)				
CRITERIA	RATED TECHNICAL CRITERIA (RTC)	MAX POINTS	POINTS ALLOCATION	CONTRACTOR'S RESPONSE (CROSS REFERENCE TO RÉSUMÉ)
RTC1	<p>Using reference projects, the Contractor should demonstrate that the proposed resource has over six months of professional work experience working with the SAP Solution in addition to the 10 years required as part of the criterion MTC1 for this resource category.</p> <p>Each project cited must have a minimum duration of six consecutive months, within the last 15 years.</p> <p>For each project cited, the following information must be identified on the proposed resource's résumé:</p> <ul style="list-style-type: none"> i. The name of the client organization (to whom the services were provided); ii. A project description, the documentation produced and the deliverables provided by the resource that demonstrate experience working with the SAP Solution; iii. The project duration (indicating the project start and end dates) and the resource's start and 	5	<p>Months of experience above the 10 years required as part of the requirement identified in mandatory criterion MTC1 for this resource category:</p> <p>6 months or less = 0 pts >6 to 12 months = 1 pt >12 to 24 months = 2 pts >24 to 36 months = 3 pts >36 to 48 months = 4 pts >48 months = 5 pts</p>	

B.9 – COURSEWARE DEVELOPER – SAP - TRAINING, DOCUMENTATION AND DELIVERY (LEVEL 3)				
CRITERIA	RATED TECHNICAL CRITERIA (RTC)	MAX POINTS	POINTS ALLOCATION	CONTRACTOR'S RESPONSE (CROSS REFERENCE TO RÉSUMÉ)
	<p>end dates on the project; and</p> <p>iv. Customer Reference information for experience within the last 5 years: The name, title, telephone number and e- mail address of the Project/Technical Authority that can validate the stated experience.</p>			
RTC2	<p>The Contractor should demonstrate if the proposed resource possesses any SAP certification, as delivered by SAP.</p> <p>A copy of the certification(s) must be included with the résumé.</p>	3	1 point per certification up to a maximum of 3 points	
	Maximum Points Available:	8		
	Minimum Points Required:	6		

P.1 CHANGE MANAGEMENT CONSULTANT – SAP - ORGANIZATIONAL CHANGE MANAGEMENT (LEVEL 3)			
CRITERIA	MANDATORY TECHNICAL CRITERIA (MTC)	MET / NOT MET	CONTRACTOR'S RESPONSE (CROSS REFERENCE TO RÉSUMÉ)
MTC1	<p>Using reference projects, the Contractor must demonstrate that the proposed resource has a minimum of ten years of professional work experience within the last fifteen years providing services that are the same or similar to a P.1 Change Management Consultant – SAP Organizational Change Management. In addition, the Contractor must demonstrate the proposed</p>		

P.1 CHANGE MANAGEMENT CONSULTANT – SAP - ORGANIZATIONAL CHANGE MANAGEMENT (LEVEL 3)			
CRITERIA	MANDATORY TECHNICAL CRITERIA (MTC)	MET / NOT MET	CONTRACTOR'S RESPONSE (CROSS REFERENCE TO RÉSUMÉ)
	<p>resource's experience in providing professional IM/IT services by mapping 70% of the tasks that are the same or similar to those identified under Section 5.6.1 of Annex A - Statement of Work (SOW) of this requirement.</p> <p>To allow Canada to assess this experience, for each project the Contractor must include in the proposed resource's résumé the following information:</p> <ul style="list-style-type: none"> i. The name of the client organization for whom the services were provided. For each project conducted within the past five years, the Contractor must also provide a minimum of one Customer Reference (name, phone number and valid email address) that can confirm the stated experience; ii. A summary of the project objectives, needs and issues which necessitated the contribution of the resource; iii. The title of the resource category provided under the project; iv. A description of the services provided by the resource including at a minimum: <ul style="list-style-type: none"> (a) The resource's roles and responsibilities; (b) The resource's deliverables that were met; and (c) How the work provided by the resource related to the project outcomes. v. The resource's start and end dates on the project; and vi. To demonstrate same or similar services for this resource category, the Contractor must map at least 70% of the tasks for this resource category in 		

P.1 CHANGE MANAGEMENT CONSULTANT – SAP - ORGANIZATIONAL CHANGE MANAGEMENT (LEVEL 3)			
CRITERIA	MANDATORY TECHNICAL CRITERIA (MTC)	MET / NOT MET	CONTRACTOR'S RESPONSE (CROSS REFERENCE TO RÉSUMÉ)
	<p>Annex A - Statement of Work of this requirement to the tasks of the resource category identified in the reference project. In the event that 70% of the tasks results in a decimal (for example 4.8 tasks), the number of tasks would be rounded down (i.e. 4 tasks would be accepted as being equivalent).</p> <p>Note: The task mapping must not be a simple copy of the SOW task of this requirement. The Contractor must provide details for the task of the reference project that clearly demonstrate how it is similar to the SOW task for this resource in this requirement.</p>		

P.1 CHANGE MANAGEMENT CONSULTANT – SAP - ORGANIZATIONAL CHANGE MANAGEMENT (LEVEL 3)				
CRITERIA	RATED TECHNICAL CRITERIA (RTC)	MAX POINTS	POINTS ALLOCATION	CONTRACTOR'S RESPONSE (CROSS REFERENCE TO RÉSUMÉ)
RTC1	<p>Using reference projects, the Contractor should demonstrate that the proposed resource has over six months of professional work experience working with the SAP Solution in addition to the 10 years required as part of the criterion MTC1 for this resource category.</p> <p>Each project cited must have a minimum duration of six consecutive months, within the last 15 years.</p> <p>For each project cited, the following information must be</p>	5	<p>Months of experience above the 10 years required as part of the requirement identified in mandatory criterion MTC1 for this resource category:</p> <p>6 months or less = 0 pts >6 to 12 months = 1 pt >12 to 24 months = 2 pts >24 to 36 months = 3 pts >36 to 48 months = 4 pts</p>	

P.1 CHANGE MANAGEMENT CONSULTANT – SAP - ORGANIZATIONAL CHANGE MANAGEMENT (LEVEL 3)				
CRITERIA	RATED TECHNICAL CRITERIA (RTC)	MAX POINTS	POINTS ALLOCATION	CONTRACTOR'S RESPONSE (CROSS REFERENCE TO RÉSUMÉ)
	<p>identified on the proposed resource's résumé:</p> <ul style="list-style-type: none"> i. The name of the client organization (to whom the services were provided); ii. A project description, the documentation produced and the deliverables provided by the resource that demonstrate experience working with the SAP Solution; iii. The project duration (indicating the project start and end dates) and the resource's start and end dates on the project; iv. Customer Reference information for experience within the last 5 years: The name, title, telephone number and e- mail address of the Project/Technical Authority that can validate the stated experience. 		>48 months = 5 pts	
RTC2	<p>The Contractor should demonstrate that the proposed resource possesses any of the following certifications:</p> <ul style="list-style-type: none"> • SAP Certification as delivered by SAP; • Project Management Professional (PMP); or • Accounting Designation (CPA). 	3	1 point per certification up to a maximum of 3 points	

P.1 CHANGE MANAGEMENT CONSULTANT – SAP - ORGANIZATIONAL CHANGE MANAGEMENT (LEVEL 3)				
CRITERIA	RATED TECHNICAL CRITERIA (RTC)	MAX POINTS	POINTS ALLOCATION	CONTRACTOR'S RESPONSE (CROSS REFERENCE TO RÉSUMÉ)
	A copy of the certification(s) must be included with the résumé.			
RTC3	<p>Using reference projects, the Contractor should demonstrate that the proposed resource has professional work experience working with SAP version ECC 6.0 or higher.</p> <p>Each project cited must have a minimum duration of six consecutive months, within the last 10 years.</p> <p>For each project cited, the following information must be identified on the proposed resource's résumé:</p> <ul style="list-style-type: none"> i. The name of the client organization (to whom the services were provided); ii. A project description, the documentation produced and the deliverables provided by the resource that demonstrate experience working with SAP version ECC 6.0 or higher; iii. The project duration (indicating the project start and end dates) and the resource's start and end dates on the project; 	5	<p>6 months or less = 0 pts</p> <p>>6 to 12 months = 1 pt</p> <p>>12 to 24 months = 2 pts</p> <p>>24 to 36 months = 3 pts</p> <p>>36 to 48 months = 4 pts</p> <p>>48 months = 5 pts</p>	

P.1 CHANGE MANAGEMENT CONSULTANT – SAP - ORGANIZATIONAL CHANGE MANAGEMENT (LEVEL 3)				
CRITERIA	RATED TECHNICAL CRITERIA (RTC)	MAX POINTS	POINTS ALLOCATION	CONTRACTOR'S RESPONSE (CROSS REFERENCE TO RÉSUMÉ)
	<p>iv. Customer Reference Information for experience within the last 5 years: The name, title, telephone number and e- mail address of the Project/Technical Authority that can validate the stated experience.</p>			
RTC4	<p>Using reference projects, the Contractor should demonstrate that the proposed resource has professional work experience working with SAP ASAP Methodology.</p> <p>Each project cited must have a minimum duration of six consecutive months, within the last 10 years.</p> <p>For each project cited, the following information must be identified on the proposed resource's résumé:</p> <ul style="list-style-type: none"> i. The name of the client organization (to whom the services were provided); ii. A project description, the documentation produced and the deliverables provided by the resource that demonstrate experience working with SAP ASAP Methodology; iii. The project duration (indicating the project start and end dates) 	5	<p>6 months or less = 0 pts >6 to 12 months = 1 pt >12 to 24 months = 2 pts > 4 to 36 months = 3 pts >36 to 48 months = 4 pts >48 months = 5 pts</p>	

P.1 CHANGE MANAGEMENT CONSULTANT – SAP - ORGANIZATIONAL CHANGE MANAGEMENT (LEVEL 3)				
CRITERIA	RATED TECHNICAL CRITERIA (RTC)	MAX POINTS	POINTS ALLOCATION	CONTRACTOR'S RESPONSE (CROSS REFERENCE TO RÉSUMÉ)
	<p>and the resource's start and end dates on the project;</p> <p>iv. Customer Reference information for experience within the last 5 years: The name, title, telephone number and e- mail address of the Project/Technical Authority that can validate the stated experience.</p>			
RTC5	<p>Using reference projects, the Contractor should demonstrate that the proposed resource has professional work experience in the planning and execution of Change Management processes and governance.</p> <p>Each project cited must have a minimum duration of six consecutive months, within the last 10 years.</p> <p>For each project cited, the following information must be identified on the proposed resource's résumé:</p> <p>i. The name of the client organization (to whom the services were provided);</p> <p>ii. A project description, the documentation produced and the deliverables provided by the resource that demonstrate experience with the planning and execution of Change</p>	5	<p>6 months or less = 0 pts >6 to 12 months = 1 pt >12 to 24 months = 2 pts >24 to 36 months = 3 pts >36 to 48 months = 4 pts >48 months = 5 pts</p>	

P.1 CHANGE MANAGEMENT CONSULTANT – SAP - ORGANIZATIONAL CHANGE MANAGEMENT (LEVEL 3)				
CRITERIA	RATED TECHNICAL CRITERIA (RTC)	MAX POINTS	POINTS ALLOCATION	CONTRACTOR'S RESPONSE (CROSS REFERENCE TO RÉSUMÉ)
	<p>Management processes and governance;</p> <p>iii. The project duration (indicating the project start and end dates) and the resource's start and end dates on the project;</p> <p>iv. Customer reference information for experience within the last 5 years: The name, title, telephone number and e- mail address of the Project/Technical Authority that can validate the stated experience.</p>			
	Maximum Points Available:	23		
	Minimum Points Required:	16		

P.1 CHANGE MANAGEMENT CONSULTANT – SAP - RELEASE MANAGEMENT (LEVEL 3)			
CRITERIA	MANDATORY TECHNICAL CRITERIA (MTC)	MET / NOT MET	CONTRACTOR'S RESPONSE (CROSS REFERENCE TO RÉSUMÉ)
MTC1	Using reference projects, the Contractor must demonstrate that the proposed resource has a minimum of ten years of professional work experience within the last fifteen years providing services that are the same or similar to a P.1 Change Management – SAP - Release Management. In addition, the Contractor must demonstrate the proposed resource's experience in providing professional IM/IT services by mapping 70% of the tasks that are the same or similar to those identified under Section 5.7.1		

P.1 CHANGE MANAGEMENT CONSULTANT – SAP - RELEASE MANAGEMENT (LEVEL 3)			
CRITERIA	MANDATORY TECHNICAL CRITERIA (MTC)	MET / NOT MET	CONTRACTOR'S RESPONSE (CROSS REFERENCE TO RÉSUMÉ)
	<p>of Annex A - Statement of Work (SOW) of this requirement.</p> <p>To allow Canada to assess this experience, for each project the Contractor must include in the proposed resource's résumé the following information:</p> <ul style="list-style-type: none"> i. The name of the client organization for whom the services were provided. For each project conducted within the past five years, the Contractor must also provide a minimum of one Customer Reference (name, phone number and valid email address) that can confirm the stated experience; ii. A summary of the project objectives, needs and issues which necessitated the contribution of the resource; iii. The title of the resource category provided under the project; iv. A description of the services provided by the resource including at a minimum: <ul style="list-style-type: none"> (a) The resource's roles and responsibilities; (b) The resource's deliverables that were met; (c) How the work provided by the resource related to the project outcomes. v. The resource's start and end dates on the project; and vi. To demonstrate same or similar services for this resource category, the Contractor must map at least 70% of the tasks for this resource category in Annex A - Statement of Work of this requirement to the tasks of the resource category identified in the reference project. In the event that 70% of the tasks results in a decimal (for example 4.8 tasks), the number of tasks would be rounded down 		

P.1 CHANGE MANAGEMENT CONSULTANT – SAP - RELEASE MANAGEMENT (LEVEL 3)			
CRITERIA	MANDATORY TECHNICAL CRITERIA (MTC)	MET / NOT MET	CONTRACTOR'S RESPONSE (CROSS REFERENCE TO RÉSUMÉ)
	<p>(i.e. 4 tasks would be accepted as being equivalent).</p> <p>Note: The task mapping must not be a simple copy of the SOW task of this requirement. The Contractor must provide details for the task of the reference project that clearly demonstrate how it is similar to the SOW task for this resource in this requirement.</p>		

P.1 CHANGE MANAGEMENT CONSULTANT – SAP - RELEASE MANAGEMENT (LEVEL 3)				
CRITERIA	RATED TECHNICAL CRITERIA (RTC)	MAX POINTS	POINTS ALLOCATION	CONTRACTOR'S RESPONSE (CROSS REFERENCE TO RÉSUMÉ)
RTC1	<p>Using reference projects, the Contractor should demonstrate that the proposed resource has over six months of professional work experience working with the SAP Solution in addition to the 10 years required as part of the criterion MTC1 for this resource category.</p> <p>Each project cited must have a minimum duration of six consecutive months, within the last 15 years.</p> <p>For each project cited, the following information must be identified on the proposed resource's résumé:</p> <ul style="list-style-type: none"> i. The name of the client organization (to whom the services were provided); ii. A project description, the documentation 	5	<p>Months of experience above the 10 years required as part of the requirement identified in mandatory criterion MTC1 for this resource category:</p> <p>6 months or less = 0 pts >6 to 12 months = 1 pt >12 to 24 months = 2 pts >24 to 36 months = 3 pts >36 to 48 months = 4 pts >48 months = 5 pts</p>	

P.1 CHANGE MANAGEMENT CONSULTANT – SAP - RELEASE MANAGEMENT (LEVEL 3)				
CRITERIA	RATED TECHNICAL CRITERIA (RTC)	MAX POINTS	POINTS ALLOCATION	CONTRACTOR'S RESPONSE (CROSS REFERENCE TO RÉSUMÉ)
	<p>produced and the deliverables provided by the resource that demonstrate experience working with the SAP Solution;</p> <p>iii. The project duration (indicating the project start and end dates) and the resource's start and end dates on the project;</p> <p>iv. Customer Reference information for experience within the last 5 years: The name, title, telephone number and e- mail address of the Project/Technical Authority that can validate the stated experience.</p>			
RTC2	<p>The Contractor should demonstrate that the proposed resource possesses any of the following certifications:</p> <ul style="list-style-type: none"> • SAP Certification as delivered by SAP; • Project Management Professional (PMP); or • Accounting Designation (CPA). <p>A copy of the certification(s) must be included with the résumé.</p>	3	1 point per certification up to a maximum of 3 points	
RTC3	<p>Using reference projects, the Contractor should demonstrate that the proposed resource has professional work experience</p>	5	<p>6 months or less = 0 pts</p> <p>>6 to 12 months = 1 pt</p> <p>>12 to 24 months = 2 pts</p>	

P.1 CHANGE MANAGEMENT CONSULTANT – SAP - RELEASE MANAGEMENT (LEVEL 3)				
CRITERIA	RATED TECHNICAL CRITERIA (RTC)	MAX POINTS	POINTS ALLOCATION	CONTRACTOR'S RESPONSE (CROSS REFERENCE TO RÉSUMÉ)
	<p>working with SAP version ECC 6.0 or higher.</p> <p>Each project cited must have a minimum duration of six consecutive months, within the last 10 years.</p> <p>For each project cited, the following information must be identified on the proposed resource's résumé:</p> <ul style="list-style-type: none"> i. The name of the client organization (to whom the services were provided); ii. A project description, the documentation produced and the deliverables provided by the resource that demonstrate experience working with SAP version ECC 6.0 or higher; iii. The project duration (indicating the project start and end dates) and the resource's start and end dates on the project; iv. Customer Reference Information for experience within the last 5 years: The name, title, telephone number and e- mail address of the Project/Technical Authority that can validate the stated experience. 		<p>>24 to 36 months = 3 pts</p> <p>>36 to 48 months = 4 pts</p> <p>>48 months = 5 pts</p>	

P.1 CHANGE MANAGEMENT CONSULTANT – SAP - RELEASE MANAGEMENT (LEVEL 3)				
CRITERIA	RATED TECHNICAL CRITERIA (RTC)	MAX POINTS	POINTS ALLOCATION	CONTRACTOR'S RESPONSE (CROSS REFERENCE TO RÉSUMÉ)
RTC4	<p>Using reference projects, the Contractor should demonstrate that the proposed resource has professional work experience working with SAP ASAP Methodology.</p> <p>Each project cited must have a minimum duration of six consecutive months, within the last 10 years.</p> <p>For each project cited, the following information must be identified on the proposed resource's résumé:</p> <ul style="list-style-type: none"> i. The name of the client organization (to whom the services were provided); ii. A project description, the documentation produced and the deliverables provided by the resource that demonstrate experience working with SAP ASAP Methodology; iii. The project duration (indicating the project start and end dates) and the resource's start and end dates on the project; iv. Customer Reference information for experience within the last 5 years: The name, title, telephone number and e- mail address of 	5	<p>6 months or less = 0 pts >6 to 12 months = 1 pt >12 to 24 months = 2 pts >24 to 36 months = 3 pts >36 to 48 months = 4 pts >48 months = 5 pts</p>	

P.1 CHANGE MANAGEMENT CONSULTANT – SAP - RELEASE MANAGEMENT (LEVEL 3)				
CRITERIA	RATED TECHNICAL CRITERIA (RTC)	MAX POINTS	POINTS ALLOCATION	CONTRACTOR'S RESPONSE (CROSS REFERENCE TO RÉSUMÉ)
	the Project/Technical Authority that can validate the stated experience.			
RTC5	<p>Using reference projects, the Contractor should demonstrate that the proposed resource has professional work experience in the planning and execution of Change Management processes and governance.</p> <p>Each project cited must have a minimum duration of six consecutive months, within the last 10 years.</p> <p>For each project cited, the following information must be identified on the proposed resource's résumé:</p> <ul style="list-style-type: none"> i. The name of the client organization (to whom the services were provided); ii. A project description, the documentation produced and the deliverables provided by the resource that demonstrate experience in the planning and execution of Change Management processes and governance; iii. The project duration (indicating the project start and end dates) and the resource's start 	5	<p>6 months or less = 0 pts</p> <p>>6 to 12 months = 1 pt</p> <p>>12 to 24 months = 2 pts</p> <p>>24 to 36 months = 3 pts</p> <p>>36 to 48 months = 4 pts</p> <p>>48 months = 5 pts</p>	

P.1 CHANGE MANAGEMENT CONSULTANT – SAP - RELEASE MANAGEMENT (LEVEL 3)				
CRITERIA	RATED TECHNICAL CRITERIA (RTC)	MAX POINTS	POINTS ALLOCATION	CONTRACTOR'S RESPONSE (CROSS REFERENCE TO RÉSUMÉ)
	<p>and end dates on the project;</p> <p>iv. Customer reference information for experience within the last 5 years; The name, title, telephone number and e- mail address of the Project/Technical Authority that can validate the stated experience.</p>			
RTC6	<p>Using reference projects, the Contractor should demonstrate that the proposed resource has professional work experience in the planning and execution of the change request management (ChaRM) process.</p> <p>Each project cited must have a minimum duration of six consecutive months, within the last 10 years.</p> <p>For each project cited, the following information must be identified on the proposed resource's résumé:</p> <p>i. The name of the client organization (to whom the services were provided);</p> <p>ii. A project description, the documentation produced and the deliverables provided by the resource that demonstrate experience in the planning and execution of the change request</p>	5	<p>6 months or less = 0 pts</p> <p>>6 to 12 months = 1 pt</p> <p>>12 to 24 months = 2 pts</p> <p>>24 to 36 months = 3 pts</p> <p>>36 to 48 months = 4 pts</p> <p>>48 months = 5 pts</p>	

P.1 CHANGE MANAGEMENT CONSULTANT – SAP - RELEASE MANAGEMENT (LEVEL 3)				
CRITERIA	RATED TECHNICAL CRITERIA (RTC)	MAX POINTS	POINTS ALLOCATION	CONTRACTOR'S RESPONSE (CROSS REFERENCE TO RÉSUMÉ)
	<p>management (ChaRM) process;</p> <p>iii. The project duration (indicating the project start and end dates)and the resource's start and end dates on the project;</p> <p>iv. Customer Reference information for experience within the last 5 years: The name, title, telephone number and e- mail address of the Project/Technical Authority that can validate the stated experience.</p>			
RTC7	<p>Using reference projects, the Contractor should demonstrate that the proposed resource has professional work experience working with SAP IT Service Management (ITSM) on Solution Manager.</p> <p>Each project cited must have a minimum duration of six consecutive months, within the last 10 years.</p> <p>For each project cited, the following information must be identified on the proposed resource's résumé:</p> <p>i. The name of the client organization (to whom the services were provided);</p> <p>ii. A project description, the documentation produced and the</p>	5	<p>6 months or less = 0 pts</p> <p>>6 to 12 months = 1 pt</p> <p>>12 to 24 months = 2 pts</p> <p>>24 to 36 months = 3 pts</p> <p>>36 to 48 months = 4 pts</p> <p>>48 months = 5 pts</p>	

P.1 CHANGE MANAGEMENT CONSULTANT – SAP - RELEASE MANAGEMENT (LEVEL 3)				
CRITERIA	RATED TECHNICAL CRITERIA (RTC)	MAX POINTS	POINTS ALLOCATION	CONTRACTOR'S RESPONSE (CROSS REFERENCE TO RÉSUMÉ)
	<p>deliverables provided by the resource that demonstrate experience working with SAP IT Service Management (ITSM) on Solution Manager;</p> <p>iii. The project duration (indicating the project start and end dates) and the resource's start and end dates on the project;</p> <p>iv. Customer Reference information for experience within the last 5 years: The name, title, telephone number and e- mail address of the Project/Technical Authority that can validate the stated experience.</p>			
RTC8	<p>Using reference projects, the Contractor should demonstrate that the proposed resource has professional work experience working with SAP HP Application Lifecycle Management (HP ALM).</p> <p>Each project cited must have a minimum duration of six consecutive months, within the last 10 years.</p> <p>For each project cited, the following information must be identified on the proposed resource's résumé:</p> <p>i. The name of the client organization (to whom</p>	5	<p>6 months or less = 0 pts >6 to 12 months = 1 pt >12 to 24 months = 2 pts >24 to 36 months = 3 pts >36 to 48 months = 4 pts >48 months = 5 pts</p>	

P.1 CHANGE MANAGEMENT CONSULTANT – SAP - RELEASE MANAGEMENT (LEVEL 3)				
CRITERIA	RATED TECHNICAL CRITERIA (RTC)	MAX POINTS	POINTS ALLOCATION	CONTRACTOR'S RESPONSE (CROSS REFERENCE TO RÉSUMÉ)
	<p>the services were provided);</p> <p>ii. A project description, the documentation produced and the deliverables provided by the resource that demonstrate experience working with SAP HP Application Lifecycle Management (HP ALM);</p> <p>iii. The project duration (indicating the project start and end dates) and the resource's start and end dates on the project;</p> <p>iv. Customer Reference information for experience within the last 5 years: The name, title, telephone number and e- mail address of the Project/Technical Authority that can validate the stated experience.</p>			
	Maximum Points Available:	38		
	Minimum Points Required:	26		

**APPENDIX D TO ANNEX A
CERTIFICATIONS AT THE TA STAGE**

The following Certifications are to be used, as applicable. If they apply, they must be signed and attached to the Contractor's quotation when it is submitted to Canada.

1. CERTIFICATION OF EDUCATION AND EXPERIENCE

The Contractor certifies that all the information provided in the résumés and supporting material proposed for completing the subject work, particularly the information pertaining to education, achievements, experience and work history, has been verified by the Contractor to be true and accurate. Furthermore, the Contractor warrants that every individual proposed by the Contractor for the requirement is capable of performing the Work described in the Task Authorization.

Print name of authorized individual & sign above

Date

2. CERTIFICATION OF AVAILABILITY OF PERSONNEL

The Contractor certifies that, should it be authorized to provide services under this Task Authorization, the persons proposed in the quotation will be available to commence performance of the work within a reasonable time from the date of issuance of the valid Task Authorization, or within the time specified in the TA Form, and will remain available to perform the work in relation to the fulfillment of the requirement.

Print name of authorized individual & sign above

Date

3. CERTIFICATION OF STATUS OF PERSONNEL

If the Contractor has proposed any individual who is not an employee of the Contractor, the Contractor certifies that it has permission from that individual to propose his/her services in relation to the Work to be performed under this TA and to submit his/her résumé to Canada. At any time during the Contract Period the Contractor must, upon request from the Contracting Authority, provide the written confirmation, signed by the individual, of the permission that was given to the Contractor of his/her availability. Failure to comply with the request may result in a default under the Contract in accordance with the General Conditions.

Print name of authorized individual & sign above

Date

4. CERTIFICATION OF LANGUAGE

The Contractor certifies that the proposed resource(s) in response to this draft Task Authorization is/are: fluent in English. The individual(s) proposed must be able to communicate orally and in writing in English without any assistance and with minimal errors

Print name of authorized individual & sign above

Date

**ANNEX B
BASIS OF PAYMENT**

INITIAL CONTRACT PERIOD:

Initial Contract Period Year 1
(_____ to _____)

CATEGORY OF PERSONNEL		LEVEL OF EXPERTISE	Firm Per Diem Rate
A.1	Application/Software Architect - SAP	3	\$
A.2	ERP Functional Analyst - SAP – Generalist	3	\$
A.2	ERP Functional Analyst - SAP – Salary Management	3	\$
A.2	ERP Functional Analyst - SAP – Funds Management	3	\$
B.9	Courseware Developer - SAP - Training, Documentation and Delivery	3	\$
P.1	Change Management Consultant - SAP - Organizational Change Management	3	\$
P.1	Change Management Consultant – SAP - Release Management	3	\$
P.9	Project Manager - SAP	3	\$

Initial Contract Period Year 2
(_____ to _____)

CATEGORY OF PERSONNEL		LEVEL OF EXPERTISE	Firm Per Diem Rate
A.1	Application/Software Architect - SAP	3	\$
A.2	ERP Functional Analyst - SAP – Generalist	3	\$
A.2	ERP Functional Analyst - SAP – Salary Management	3	\$
A.2	ERP Functional Analyst - SAP – Funds Management	3	\$
B.9	Courseware Developer- SAP - Training, Documentation and Delivery	3	\$
P.1	Change Management Consultant - SAP - Organizational Change Management	3	\$
P.1	Change Management Consultant – SAP - Release Management	3	\$
P.9	Project Manager - SAP	3	\$

Initial Contract Period Year 3 (_____ to _____)		LEVEL OF EXPERTISE	Firm Per Diem Rate
CATEGORY OF PERSONNEL		LEVEL OF EXPERTISE	Firm Per Diem Rate
A.1	Application/Software Architect - SAP	3	\$
A.2	ERP Functional Analyst - SAP – Generalist	3	\$
A.2	ERP Functional Analyst - SAP – Salary Management	3	\$
A.2	ERP Functional Analyst - SAP – Funds Management	3	\$
B.9	Courseware Developer - SAP - Training, Documentation and Delivery	3	\$
P.1	Change Management Consultant - SAP - Organizational Change Management	3	\$
P.1	Change Management Consultant – SAP- Release Management	3	\$
P.9	Project Manager - SAP	3	\$

OPTION PERIODS:

Option Period 1 (_____ to _____)		LEVEL OF EXPERTISE	Firm Per Diem Rate
CATEGORY OF PERSONNEL		LEVEL OF EXPERTISE	Firm Per Diem Rate
A.1	Application/Software Architect - SAP	3	\$
A.2	ERP Functional Analyst - SAP – Generalist	3	\$
A.2	ERP Functional Analyst - SAP – Salary Management	3	\$
A.2	ERP Functional Analyst - SAP – Funds Management	3	\$
B.9	Courseware Developer - SAP - Training, Documentation and Delivery	3	\$
P.1	Change Management Consultant - SAP Organizational Change Management	3	\$
P.1	Change Management Consultant – SAP - Release Management	3	\$
P.9	Project Manager - SAP	3	\$

Option Period 2

(_____ to _____)

CATEGORY OF PERSONNEL		LEVEL OF EXPERTISE	Firm Per Diem Rate
A.1	Application/Software Architect - SAP	3	\$
A.2	ERP Functional Analyst - SAP – Generalist	3	\$
A.2	ERP Functional Analyst - SAP – Salary Management	3	\$
A.2	ERP Functional Analyst - SAP – Funds Management	3	\$
B.9	Courseware Developer - SAP - Training, Documentation and Delivery	3	\$
P.1	Change Management Consultant - SAP - Organizational Change Management	3	\$
P.1	Change Management Consultant – SAP- Release Management	3	\$
P.9	Project Manager - SAP	3	\$

ANNEX C

SECURITY REQUIREMENTS CHECK LIST



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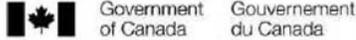
SECURITY REQUIREMENTS CHECK LIST (SRCL) LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)

PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE		
1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine	Employment Social Development Canada	2. Branch or Directorate / Direction générale ou Direction Chief Financial Officer Branch / Center of Expertise
3. a) Subcontract Number / Numéro du contrat de sous-traitance	3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant	
4. Brief Description of Work / Brève description du travail In order to meet the anticipated requirements of Employment Social Development Canada's transformational agenda and on-going operations, ESDC requires professional services of a Contractor to supplement existing ESDC SAP Center of Expertise resources.		
5. a) Will the supplier require access to Controlled Goods? Le fournisseur aura-t-il accès à des marchandises contrôlées? <input checked="" type="checkbox"/> No / <input type="checkbox"/> Yes Non / Oui		
5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques? <input checked="" type="checkbox"/> No / <input type="checkbox"/> Yes Non / Oui		
6. Indicate the type of access required / Indiquer le type d'accès requis		
6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c) (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c) <input type="checkbox"/> No / <input checked="" type="checkbox"/> Yes Non / Oui		
6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé. <input checked="" type="checkbox"/> No / <input type="checkbox"/> Yes Non / Oui		
6. c) Is this a commercial courier or delivery requirement with no overnight storage? S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit? <input checked="" type="checkbox"/> No / <input type="checkbox"/> Yes Non / Oui		
7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès		
Canada <input checked="" type="checkbox"/>	NATO / OTAN <input type="checkbox"/>	Foreign / Étranger <input type="checkbox"/>
7. b) Release restrictions / Restrictions relatives à la diffusion		
No release restrictions / Aucune restriction relative à la diffusion <input checked="" type="checkbox"/>	All NATO countries / Tous les pays de l'OTAN <input type="checkbox"/>	No release restrictions / Aucune restriction relative à la diffusion <input type="checkbox"/>
Not releasable / À ne pas diffuser <input type="checkbox"/>		
Restricted to: / Limité à: <input type="checkbox"/> Specify country(ies): / Préciser le(s) pays:	Restricted to: / Limité à: <input type="checkbox"/> Specify country(ies): / Préciser le(s) pays:	Restricted to: / Limité à: <input type="checkbox"/> Specify country(ies): / Préciser le(s) pays:
7. c) Level of information / Niveau d'information		
PROTECTED A / PROTÉGÉ A <input checked="" type="checkbox"/>	NATO UNCLASSIFIED / NATO NON CLASSIFIÉ <input type="checkbox"/>	PROTECTED A / PROTÉGÉ A <input type="checkbox"/>
PROTECTED B / PROTÉGÉ B <input checked="" type="checkbox"/>	NATO RESTRICTED / NATO DIFFUSION RESTREINTE <input type="checkbox"/>	PROTECTED B / PROTÉGÉ B <input type="checkbox"/>
PROTECTED C / PROTÉGÉ C <input type="checkbox"/>	NATO CONFIDENTIAL / NATO CONFIDENTIEL <input type="checkbox"/>	PROTECTED C / PROTÉGÉ C <input type="checkbox"/>
CONFIDENTIAL / CONFIDENTIEL <input type="checkbox"/>	NATO SECRET / NATO SECRET <input type="checkbox"/>	CONFIDENTIAL / CONFIDENTIEL <input type="checkbox"/>
SECRET <input type="checkbox"/>	COSMIC TOP SECRET / COSMIC TRÈS SECRET <input type="checkbox"/>	SECRET <input type="checkbox"/>
TOP SECRET / TRÈS SECRET <input type="checkbox"/>		TOP SECRET / TRÈS SECRET <input type="checkbox"/>
TOP SECRET (SIGINT) / TRÈS SECRET (SIGINT) <input type="checkbox"/>		TOP SECRET (SIGINT) / TRÈS SECRET (SIGINT) <input type="checkbox"/>

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PART A (continued) / PARTIE A (suite)	
8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets? Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS? If Yes, indicate the level of sensitivity: Dans l'affirmative, indiquer le niveau de sensibilité :	<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
9. Will the supplier require access to extremely sensitive INFOSEC information or assets? Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate? Short Title(s) of material / Titre(s) abrégé(s) du matériel : Document Number / Numéro du document :	<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)	
10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis	
<input checked="" type="checkbox"/> RELIABILITY STATUS / COTE DE FIABILITÉ <input type="checkbox"/> TOP SECRET - SIGINT / TRÈS SECRET - SIGINT <input type="checkbox"/> SITE ACCESS / ACCÈS AUX EMPLACEMENTS Special comments: Commentaires spéciaux : _____ NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided. REMARQUE : Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.	<input type="checkbox"/> CONFIDENTIAL / CONFIDENTIEL <input type="checkbox"/> NATO CONFIDENTIAL / NATO CONFIDENTIEL <input type="checkbox"/> SECRET / SECRET <input type="checkbox"/> NATO SECRET / NATO SECRET <input type="checkbox"/> TOP SECRET / TRÈS SECRET <input type="checkbox"/> COSMIC TOP SECRET / COSMIC TRÈS SECRET
10. b) May unscreened personnel be used for portions of the work? Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail? If Yes, will unscreened personnel be escorted? Dans l'affirmative, le personnel en question sera-t-il escorté?	<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui <input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)	
INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS	
11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises? Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS?	<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
11. b) Will the supplier be required to safeguard COMSEC information or assets? Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC?	<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
PRODUCTION	
11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises? Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ?	<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)	
11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data? Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS?	<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency? Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale?	<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui

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PART C - (continued) / PARTIE C - (suite)

For users completing the form **manually** use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.
Les utilisateurs qui remplissent le formulaire **manuellement** doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form **online** (via the Internet), the summary chart is automatically populated by your responses to previous questions.
Dans le cas des utilisateurs qui remplissent le formulaire **en ligne** (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

SUMMARY CHART / TABLEAU RÉCAPITULATIF

Category Catégorie	PROTECTED PROTÉGÉ			CLASSIFIED CLASSIFIÉ			NATO				COMSEC						
	A	B	C	CONFIDENTIAL CONFIDENTIEL	SECRET	TOP SECRET TRES SECRET	NATO RESTRICTED	NATO CONFIDENTIAL	NATO SECRET	COSMIC TOP SECRET COSMIC TRES SECRET	PROTECTED PROTÉGÉ			CONFIDENTIAL	SECRET	TOP SECRET TRES SECRET	
							NATO DIFFUSION RESTREINTE	NATO CONFIDENTIEL	A		B	C					
Information / Assets Renseignements / Biens Production																	
IT Media / Support TI																	
IT Link / Lien électronique																	

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?
La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE? No / Non Yes / Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".
Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire.

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?
La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE? No / Non Yes / Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).
Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquez qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).

ATTACHMENT 3.1
BID SUBMISSION FORM

SEE SEPARATE ATTACHMENT

ATTACHMENT 3.2
ELECTRONIC PAYMENT INSTRUCTIONS

SEE SEPARATE ATTACHMENT

ATTACHMENT 4.1
MANDATORY TECHNICAL CRITERIA

SEE SEPARATE ATTACHMENT

ATTACHMENT 4.2
POINT-RATED TECHNICAL CRITERIA

SEE SEPARATE ATTACHMENT

ATTACHMENT 4.3
CUSTOMER REFERENCE QUESTIONS

SEE SEPARATE ATTACHMENT

ATTACHMENT 5.1

**FEDERAL CONTRACTORS PROGRAM FOR EMPLOYMENT EQUITY -
CERTIFICATION**

SEE SEPARATE ATTACHMENT