



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

**Bid Receiving - PWGSC / Réception des
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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 System Integration and Digital Support Services	
Solicitation No. - N° de l'invitation 21120-227032/A	Date 2023-04-27
Client Reference No. - N° de référence du client 21120-22-3877032	
GETS Reference No. - N° de référence de SEAG PW-\$\$ZM-626-41422	
File No. - N° de dossier 626zm.21120-227032	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 2023-05-18 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: Holden, Carole	Buyer Id - Id de l'acheteur 626zm
Telephone No. - N° de téléphone (613) 858-9217 ()	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

**BID SOLICITATION
FOR A CONTRACT AGAINST A SUPPLY ARRANGEMENT FOR
TASK- BASED INFORMATICS PROFESSIONAL SERVICES (TBIPS)
FOR SYSTEM INTEGRATION AND DIGITAL SUPPORT SERVICES
FOR CORRECTIONAL SERVICE CANADA (CSC)**

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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 Form
- Appendix C to Annex A – Resources Assessment Criteria and Response Table
- Appendix D to Annex A – Certifications at the TA Stage
- Appendix E to Annex A – Non-Disclosure Agreement

Annex B Basis of Payment

- Annex C Security Requirements Check List
- Annex D Indigenous Participation Plan

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
- Attachment 4.2: Point-Rated Technical Criteria

List of Attachment to Part 5 (Certifications):

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

Forms:

- Form 1: Corporate experience with public safety organizations (MTC1 and RTC1)
- Form 2: Experience providing digital services (MTC2 and RTC2)
- Form 3: Innovations lab in Canada (MTC3)
- Form 4: Global partnerships (MTC4)
- Form 5: Experience providing global subject matter expertise (MTC5)
- Form 6: Indigenous Participation Plan (MTC6)
- Form 7: Bidder's approach (RTC3)
- Form 8: Anti-racism and diversity activities within the Bidder's Organization (RTC4)

Note to Bidders:

*The Word versions of the attachments and forms are available by sending a request by email to **carole.holden@tpsgc-pwgsc.gc.ca**. If Canada issues an amendment to the bid solicitation revising any documents provided, Canada will not necessarily update all formats to reflect these revisions. It is the Bidder's responsibility to ensure that revisions made through any solicitation amendment issued are taken into account in the formats it uses of bid solicitation documents.*

BID SOLICITATION
FOR A CONTRACT AGAINST A SUPPLY ARRANGEMENT FOR
TASK- BASED INFORMATICS PROFESSIONAL SERVICES (TBIPS)
FOR SYSTEM INTEGRATION AND DIGITAL SUPPORT SERVICES
FOR CORRECTIONAL SERVICE CANADA (CSC)

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 Correctional Service Canada (the "**Client**") for Task-Based Informatics Professional Services (TBIPS) under the TBIPS Supply Arrangement (SA) method of supply.
- (b) It is intended to result in the award of one contract, 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-pwqsc.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 (CColFTA), 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), the Agreement on Trade Continuity between Canada and the United Kingdom of Great Britain and Northern Ireland and the Canada-Korea Free Trade Agreement (CKFTA).

- (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) 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.
- (h) 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.
- (i) The Resource Categories described below are required on an as and when requested basis in accordance with the TBIPS SA Annex "A":

RESOURCE CATEGORY	LEVEL OF EXPERTISE	ESTIMATED NUMBER OF RESOURCES REQUIRED FOR THE ENTIRE REQUIREMENT
A.1 Application/Software Architect	Level 2	1
	Level 3	2
A.6 Programmer/Software Developer	Level 2	2
	Level 3	2
A.7 Programmer/Analyst	Level 2	2
	Level 3	2
A.8 System Analyst	Level 2	1
	Level 3	1
A.11 Tester	Level 2	3
	Level 3	1
I.1 Data Conversion Specialist	Level 2	2
	Level 3	2
I.2 Database Administrator	Level 3	1
I.4 Database Modeler/Information Management Modeler	Level 2	1
	Level 3	1
I.5 Information Management Architect	Level 3	1
I.6 Network Analyst	Level 3	2
I.10 Technical Architect	Level 3	2

RESOURCE CATEGORY	LEVEL OF EXPERTISE	ESTIMATED NUMBER OF RESOURCES REQUIRED FOR THE ENTIRE REQUIREMENT
I.11 Technology Architect	Level 2	1
	Level 3	1
B.1 Business Analyst	Level 3	1
B.2 Business Architect	Level 3	1
B.3 Business Consultant	Level 2	2
	Level 3	1
B.7 Business Transformation Architect	Level 2	1
	Level 3	1
B.9 Courseware Developer	Level 3	1
B.13 Operations Support Specialist	Level 3	1
B.14 Technical Writer	Level 2	1
	Level 3	1
P.1 Change Management Consultant	Level 2	1
	Level 3	1
P.2 Enterprise Architect	Level 2	1
	Level 3	1
P.5 Project Executive	Level 3	1
P.7 Project Coordinator	Level 3	1
P.9 Project Manager	Level 2	1
	Level 3	1
P.10 Project Scheduler	Level 3	1
P.11 Quality Assurance Specialist/Analyst	Level 2	1
	Level 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, virtually, by telephone, or in person.

1.4 Conflict of Interest

In accordance with SACC 2003 (2022-03-29) Standard Instructions - Goods or Services - Competitive Requirements, article 18 Conflict of Interest – unfair advantage and SACC 2035 (2022-12-01) General Conditions - Higher Complexity – Services, article 34 Conflict of interest and Values and Ethics Codes for the Public Service, Bidders are advised that Canada will not accept a bid from the following resource and private sector Contractor as they have provided assistance and services in preparing documentation related to this procurement process. In addition, Bidders are advised that a bid will be rejected if any of the resource or private sector Contractor listed below was involved in any manner in the preparation of its bid:

Resource(s) name: Marc Rene de Cotret
Contractor Name: Lumina IT Inc.

Contractor Name: Gartner

1.5 Indigenous Participation Plan

As part of Canada's commitment to support its Indigenous Businesses, this procurement contains a mandatory Indigenous Participation Plan (IPP) that aims to sub-contract a minimum of 5% of the funds allocated to task authorizations to Indigenous Business(es). As a result, Bidders must submit an IPP as part of their RFP response. Refer to mandatory technical criterion MTC6 in Attachment 4.1.

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: 365 days
- (f) Subsection 1 of Section 08, Transmission by facsimile or by CPC Connect service 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. PWGSC, National Capital Region: The only acceptable 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 service or facsimile** by the date and time indicated on page one of the bid solicitation.

Note: For bidders choosing to submit using Canada Post Corporation's (CPC) Connect service for bids closing at the Bid Receiving Unit in the National Capital Region (NCR), the email address is:
tpsgc.pareceptiondessaoumissions-apbidreceiving.pwgsc@tpsgc-pwgsc.gc.ca
- (b) 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.
- (c) **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 a CPC Connect message if the bidder is using its own licensing agreement for CPC Connect service.

Facsimile number: 418-566-6161

Due to the nature of the bid solicitation, bids transmitted directly to the PWGSC Contracting Authority by email (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 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 Improvement of Requirement During Solicitation Period

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

2.7 Volumetric Data

The estimated number of resources data 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.

2.8 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 CPC 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 section 08 - Transmission by facsimile or by CPC Connect service at: <https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual/1/2003/26#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>). To assist Canada in reaching its objectives, Bidders must submit their bids electronically as stated in section 3.1 a) above.

(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.
- (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) **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.

(iii) **Customer Reference Contact Information:**

(A) The Bidder must provide customer references. The customer reference must each confirm, if requested by PWGSC if the information required by MTC1, MTC2, and MTC3 of Attachment 4.1; and RTC1 and RTC2 of Attachment 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, MTC2, MTC3, RTC1 and RTC2 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.

(iv) **Corporate Profile:** The Bidder is requested to provide a corporate profile, which should include an overview of the Bidder and any subcontractors, and/or authorized agents of the Bidder that would be involved in the performance of the Work on the Bidder's behalf. The Bidder is requested to provide a brief description of its size, corporate structure, years in business, business activities, major customers, number of employees and their geographic presence. This information is requested for information purposes only, will not be evaluated, and should not exceed five pages.

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.

(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.
- (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) **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 (2022-03-29) 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.
- (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.
- (iii) The Phased Bid Compliance Process 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) **Resources Evaluated at TA Stage:**
- Resources will not be evaluated as part of this bid solicitation.
- 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: 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 Bidder will have 1 working day to submit the name of a new contact. That contact will again be given 5 working days to respond once Canada sends its reference check request.
 - (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.
- 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. For evaluation purposes of criteria where customer references of the Bidder, its parent companies, subsidiaries, affiliates or other

associated entities of the Bidder are acceptable, the Bidder must specify how the Bidder is related to the company that performed the work.

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 3-YEAR CONTRACT PERIOD	OPTION PERIOD 1	OPTION PERIOD 2	TOTAL POINTS
A.1 Application/Software Architect, Level 2	75	25	25	125
A.1 Application/Software Architect, Level 3	75	25	25	125
A.6 Programmer/Software Developer, Level 2	75	25	25	125
A.6 Programmer/Software Developer, Level 3	75	25	25	125
A.7 Programmer/Analyst, Level 2	75	25	25	125
A.7 Programmer/Analyst, Level 3	75	25	25	125
A.8 System Analyst, Level 2	75	25	25	125

A.8 System Analyst, Level 3	75	25	25	125
A.11 Tester, Level 2	75	25	25	125
A.11 Tester, Level 3	75	25	25	125
I.1 Data Conversion Specialist, Level 2	75	25	25	125
I.1 Data Conversion Specialist, Level 3	75	25	25	125
I.2 Database Administrator, Level 3	75	25	25	125
I.4 Database Modeler/Information Management Modeler, Level 2	75	25	25	125
I.4 Database Modeler/Information Management Modeler, Level 3	75	25	25	125
I.5 Information Management Architect, Level 3	75	25	25	125
I.6 Network Analyst, Level 3	75	25	25	125
I.10 Technical Architect, Level 3	75	25	25	125
I.11 Technology Architect, Level 2	75	25	25	125
I.11 Technology Architect, Level 3	75	25	25	125
B.1 Business Analyst, Level 3	75	25	25	125
B.2 Business Architect, Level 3	75	25	25	125
B.3 Business Consultant, Level 2	75	25	25	125
B.3 Business Consultant, Level 3	75	25	25	125
B.7 Business Transformation Architect, Level 2	75	25	25	125
B.7 Business Transformation Architect, Level 3	75	25	25	125
B.9 Courseware Developer, Level 3	75	25	25	125
B.13 Operations Support Specialist, Level 3	75	25	25	125
B.14 Technical Writer, Level 2	75	25	25	125
B.14 Technical Writer, Level 3	75	25	25	125
P.1 Change Management Consultant, Level 2	75	25	25	125
P.1 Change Management Consultant, Level 3	75	25	25	125
P.2 Enterprise Architect, Level 2	75	25	25	125
P.2 Enterprise Architect, Level 3	75	25	25	125
P.5 Project Executive, Level 3	75	25	25	125
P.7 Project Coordinator, Level 3	75	25	25	125
P.9 Project Manager, Level 2	75	25	25	125
P.9 Project Manager, Level 3	75	25	25	125
P.10 Project Scheduler, Level 3	75	25	25	125
P.11 Quality Assurance Specialist/Analyst, Level 2	75	25	25	125
P.11 Quality Assurance Specialist/Analyst, Level 3	75	25	25	125
TOTAL	3,075	1,025	1,025	5,125

(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 \$785.00) 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 \$600.00 / 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 3-YEAR CONTRACT PERIOD	OPTION PERIOD 1	OPTION PERIOD 2	TOTAL POINTS
A.1 Application/Software Architect, Level 2	75	25	25	125
A.1 Application/Software Architect, Level 3	75	25	25	125
A.6 Programmer/Software Developer, Level 2	75	25	25	125
A.6 Programmer/Software Developer, Level 3	75	25	25	125
A.7 Programmer/Analyst, Level 2	75	25	25	125
A.7 Programmer/Analyst, Level 3	75	25	25	125
A.8 System Analyst, Level 2	75	25	25	125
A.8 System Analyst, Level 3	75	25	25	125
A.11 Tester, Level 2	75	25	25	125
A.11 Tester, Level 3	75	25	25	125
I.1 Data Conversion Specialist, Level 2	75	25	25	125
I.1 Data Conversion Specialist, Level 3	75	25	25	125
I.2 Database Administrator, Level 3	75	25	25	125
I.4 Database Modeler/Information Management Modeler, Level 2	75	25	25	125
I.4 Database Modeler/Information Management Modeler, Level 3	75	25	25	125
I.5 Information Management Architect, Level 3	75	25	25	125
I.6 Network Analyst, Level 3	75	25	25	125
I.10 Technical Architect, Level 3	75	25	25	125
I.11 Technology Architect, Level 2	75	25	25	125
I.11 Technology Architect, Level 3	75	25	25	125
B.1 Business Analyst, Level 3	75	25	25	125
B.2 Business Architect, Level 3	75	25	25	125
B.3 Business Consultant, Level 2	75	25	25	125

B.3 Business Consultant, Level 3	75	25	25	125
B.7 Business Transformation Architect, Level 2	75	25	25	125
B.7 Business Transformation Architect, Level 3	75	25	25	125
B.9 Courseware Developer, Level 3	75	25	25	125
B.13 Operations Support Specialist, Level 3	75	25	25	125
B.14 Technical Writer, Level 2	75	25	25	125
B.14 Technical Writer, Level 3	75	25	25	125
P.1 Change Management Consultant, Level 2	75	25	25	125
P.1 Change Management Consultant, Level 3	75	25	25	125
P.2 Enterprise Architect, Level 2	75	25	25	125
P.2 Enterprise Architect, Level 3	75	25	25	125
P.5 Project Executive, Level 3	75	25	25	125
P.7 Project Coordinator, Level 3	75	25	25	125
P.9 Project Manager, Level 2	75	25	25	125
P.9 Project Manager, Level 3	75	25	25	125
P.10 Project Scheduler, Level 3	75	25	25	125
P.11 Quality Assurance Specialist/Analyst, Level 2	75	25	25	125
P.11 Quality Assurance Specialist/Analyst, Level 3	75	25	25	125
TOTAL	3,075	1,025	1,025	5,125

- (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.

(f) **Formulae in Pricing Tables**

If the pricing tables provided to bidders include any formulae, Canada may re-input the prices provided by bidders into a fresh table, if Canada believes that the formulae may no longer be functioning properly in the version submitted by a bidder.

4.4 Basis of Selection

(a) **Evaluation of Bid**

Selection Process: The following selection process will be conducted:

(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 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:

$$\frac{\text{Technical Score}}{\text{Maximum Technical Points (Bidders, please refer to the maximum technical points at Attachment 4.2)}} \times 70 = \text{Total Technical Score}$$

(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:

$$\frac{\text{Financial Score}}{\text{Total Maximum Points Assigned (Bidders, please refer to the total maximum points assigned)}} \times 30 = \text{Total Financial Score}$$

(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) 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](#)" list available at the bottom of the page of the Employment and Social Development Canada (ESDC) - Labour's website. ([Federal Contractors Program \(FCP\) compliance assessment policy - Canada.ca](#)).

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

Canada will also have the right to terminate the Contract for default if a Contractor, or any member of the Contractor if the Contractor is a Joint Venture, appears on the "[Federal Contractors Program \(FCP\) compliance assessment policy - Canada.ca](#)" 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) 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) 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 Correctional Service Canada (CSC).
- (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 Non-Disclosure Agreement

The Contractor must obtain from its employee(s) or subcontractor(s) the completed and signed non-disclosure agreement, attached at Appendix E to Annex A, and provide it to the Technical Authority before they are given access to information by or on behalf of Canada in connection with the Work.

7.3 Task Authorization

- (a) **As-and-when-requested Task Authorizations:** The Work or a portion of the Work to be performed under the Contract will be on an "as-and-when-requested basis" using a Task Authorization (TA). The Work described in the TA must be in accordance with the scope of the Contract. The Contractor must not commence work until a validly issued TA has been issued by Canada and received by the Contractor. The Contractor acknowledges that any work performed before such issuance and receipt will be done at the Contractor's own risk.
- (b) **Assessment of Resources Proposed at TA Stage:** Processes for issuing, responding to and assessing Task Authorizations are further detailed in Appendices A, B, C, D and E of Annex A.
- (c) **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 Appendix B to 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.
- (d) **Contractor's Response to Draft Task Authorization:** The Contractor must provide to the Technical Authority, within five working days of receiving the draft Task Authorization (or within any longer time period specified in the draft TA), a quotation with the proposed total price for performing the task and a breakdown of that cost, established in accordance with the Basis of Payment specified in the Contract, as well as its corresponding proposed resource(s) in accordance with Appendix A to Annex A of the Contract. The Contractor's quotation must be based on the rates set out in the Contract. The Contractor will not be paid for preparing or providing its response or for providing other information required to prepare and validly issue the TA.
- (e) **Task Authorization Limit and Authorities for Validly Issuing Task Authorizations:**
- To be validly issued, a TA must include the following signatures:
- (1) the CSC procurement representative;
 - (2) the Technical Authority or delegated representative;
 - (3) the Contractor; and
 - (4) the PSPC 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 TA's at any time, or reduce the dollar value threshold described in subarticle (A) above; any suspension or reduction notice is effective upon receipt.
- (f) **Periodic Usage Reports:**
- (i) The Contractor must compile and maintain records on its provision of services to the federal government under Task Authorizations validly issued under the Contract. The

Contractor must provide this data to Canada in accordance with the reporting requirements detailed below. If some data is not available, the reason must be indicated. If services are not provided during a given period, the Contractor must still provide a "NIL" report. The data must be submitted on a quarterly basis to the Contracting Authority. From time to time, the Contracting Authority may also require an interim report during a reporting period.

(ii) The quarterly periods are defined as follows:

- (A) 1st quarter: April 1 to June 30;
- (B) 2nd quarter: July 1 to September 30;
- (C) 3rd quarter: October 1 to December 31; and
- (D) 4th quarter: January 1 to March 31.

The data must be submitted to the Contracting Authority no later than 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 TA's; and
- (B) the total amount, exclusive of Applicable Taxes, expended to date against all validly issued TA's.

(g) Report on Indigenous Participation

The Contractor must provide to the Technical Authority and to the Contracting Authority on a quarterly basis a report which will outline data collection to support Indigenous Participation in the performance of the Work from year to year. The report should highlight the ongoing efforts under this contract to ensure Indigenous Participation considerations are integrated in the subcontracting of the services. The report must contain but not limited to the following information:

- a. Number, start and end dates, and value of subcontracts to Indigenous businesses since the contract was awarded;

- b. subcontracting strategy on retaining Indigenous peoples for the performance of the Work;
- c. Indigenous participation data collection initiatives undertaken in support of the above performance of the Work;
- d. total amount of allocated funds sub-contracted to Indigenous businesses under this contract per year since the Contract was awarded;;
- e. outline any deviations from the plan or unforeseen circumstances that may be out of the Contractor's control which may have an impact on the achievement of the commitment; and
- f. for each proposed subcontract to Indigenous businesses, a copy of the Procurement Strategy for Indigenous Business (PSIB) certification must be provided to the Contracting Authority.

The format of this report must be in MS Word or MS Excel or other format acceptable to the Technical Authority and to the Contracting Authority.

- (h) **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.

7.4 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.

7.5 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 (2022-12-01), 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) 4002 (2010-08-16), Supplemental General Conditions - Software Development or Modification Services;
- (ii) 4006 (2010-08-16), Supplemental General Conditions - Contractor to Own Intellectual Property Rights in Foreground Information;

apply to and form part of the Contract.

7.6 Security Requirement

The following security requirements (SRCL Common # 6 and related clauses provided by the Contract Security Program) as set out under Annex "B" to the Supply Arrangement EN578-170432, applies to and forms part of the Contract.

- (a) The contractor/offeror must, at all times during the performance of the contract/standing offer, hold a valid designated organization screening (DOS), issued by the Contract Security Program (CSP), Public Works and Government Services Canada (PWGSC)
- (b) The contractor/offeror personnel requiring access to protected information, assets or sensitive work site(s) must each hold a valid reliability status, granted or approved by the CSP, PWGSC
- (c) The contractor/offeror must not remove any protected information or assets from the identified work site(s), and the contractor/offeror 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/offeror must comply with the provisions of the:
- (i) Security Requirements Check List and security guide (if applicable), attached at Annex C; and

- (ii) Contract Security Manual (latest edition)

7.7 Use of Personal Protective Equipment and Occupational Health and Safety (OHS) Guideline(s)

- (a) The Contractor must comply with Government of Canada onsite requirements in respect of Personal Protective 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.

7.8 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 periods 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.

7.9 Authorities

(a) Contracting Authority

The Contracting Authority for the Contract is:

Carole Holden
Supply Team Leader
Public Works and Government Services Canada
Acquisitions Branch
Professional Services Procurement Directorate
10 rue Wellington, Gatineau, Québec
613-878-9217
carole.holden@tpsgc-pwgsc.gc.ca

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not

perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

(b) **Technical Authority**

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) **CSC Procurement Representative:**

The CSC Procurement Representative for the Contract is:

TO BE INSERTED UPON CONTRACT AWARD

The CSC Procurement Representative is the representative of the department or agency for whom the Work is being carried out under the Contract. The Procurement Representative is responsible for the implementation of tools and processes required for the administration of the Contract. The Contractor may discuss administrative matters identified in the Contract with the Procurement Representative however the Procurement Representative has no authority to authorize changes to the scope of the Work. Changes to the scope of Work can only be made through a contract amendment issued by the Contracting Authority.

(d) **Contractor's Representative**

TO BE INSERTED UPON CONTRACT AWARD

7.10 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.

7.11 Payment

(a) **Basis of Payment**

- (i) When issuing a draft TA, Canada will choose, at its sole discretion, one of the following options:
- A. **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.
 - B. **Professional Services provided under a Task Authorization with a Firm Price:** For professional services requested by Canada, in accordance with a validly issued Task Authorization, Canada will pay the Contractor the firm price set out in the Task

Authorization (based on the firm, all-inclusive per diem rates set out in Annex B, Applicable Taxes extra).

- (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”. The Contractor must provide out of province insurance covering all expenses incurred in the event of illness in the course of travel and stay. 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 the 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.
 - (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.
- (i) 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:**

When issuing a TA, Canada will choose, at its sole discretion, one of the following options:

- A. **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.
- B. **Method of Payment for Task Authorizations with a Firm Price - Lump Sum Payment on Completion:** Canada will pay the Contractor upon completion and delivery of all the Work associated with the validly issued Task Authorization in accordance with the payment provisions of the Contract if:
 - (i) an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
 - (ii) all such documents have been verified by Canada; and
 - (iii) the Work delivered has been accepted by Canada.
- C. **Method of Payment for Task Authorization – Milestone Payment:** Canada will make milestone payments in accordance with the schedule of milestones detailed in that TA and the payment provisions in the Contract, if:
 - (i) an accurate and complete invoice for milestone payment and any other documents requested by the Contracting Authority have been submitted in accordance with the invoicing instructions provided in the Contract; and
 - (ii) all work associated with the milestone and any deliverable requested have been completed, delivered, and accepted by Canada.

(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 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) **Fee Reduction**

During the contract period, the Contractor agrees that a minimum of 5% of the value of the contract allocated to task authorizations will be sub-contracted to Indigenous Business(es) as outlined in its Indigenous Participation Plan. The Contractor acknowledges that the failure to maintain this number will result in a fee reduction of 1% of the total amount allocated to task authorizations applicable taxes extra. Canada will determine whether the 5% minimum has been met on a yearly basis. .

(g) **Method of Payment for Fee Reduction**

Canada has the discretion to either set off the subcontracting fee reduction as a credit on an a billable invoice or to require that the Contractor make direct payment to Canada for that amount.

(h) **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.
- (i) **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

7.12 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 an electronic copy of each invoice to the Technical Authority and to the Contracting Authority.

7.13 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.

7.14 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.

7.15 Applicable Laws

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

7.16 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) 4002 (2010-08-16), Supplemental General Conditions - Software Development or Modification Services;
 - (ii) 4006 (2010-08-16), Supplemental General Conditions - Contractor to Own Intellectual Property Rights in Foreground Information;
- (c) General Conditions 2035 (2022-12-01), 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;
 - (v) Appendix E to Annex A - Non-Disclosure Agreement;
- (e) Annex B, Basis of Payment;
- (f) Annex C, Security Requirements Check List;
- (g) Annex D, Indigenous Participation Plan
- (h) the validly issued Task Authorizations and any required certifications (including all of their annexes, if any); and
- (i) the Contractor's bid dated _____ (*insert date of bid*) (*if the bid was clarified or amended, insert the time of contract award*), as clarified on _____ "or" as amended _____ (*insert date(s) of clarification(s) or amendment(s) if applicable.*)

7.17 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.*

7.18 Foreign Nationals (Foreign Contractor)

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

7.19 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.
- (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.

7.20 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";
 - (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).

7.21 Joint Venture Contractor

- (a) The Contractor confirms that the name of the joint venture is [REDACTED] 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) [REDACTED] 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.*

7.22 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.

7.23 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.

7.24 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.

7.25 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.

7.26 Government Property

Canada agrees to supply the Contractor with the items listed below (the "**Government Property**"). The section of the General Conditions entitled "Government Property" also applies to the use of the Government Property by the Contractor.

- (a) CSC laptop

7.27 Transition Services at End of Contract Period

The Contractor acknowledges that the nature of the services provided under the Contract requires continuity and that a transition period may be required at the end of the Contract. The Contractor agrees that Canada may, at its discretion, extend the Contract by a period of two months under the same conditions to ensure the required transition. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions as set out in the Basis of Payment.

The Contracting Authority will advise the Contractor of the extension by sending a written notice to the Contractor at least 20 calendar days before the contract expiry date. The extension will be evidenced for administrative purposes only, through a contract amendment.

7.28 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".

7.29 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

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1. Title

System Integration and Digital Support Services for Correctional Service Canada (CSC).

2. Objective

CSC is seeking the services of a global organization (the "Contractor") with expertise and experience in large-scale, complex, system integration of purchased enterprise-class commercial-off-the-shelf software products ("the Solution") as well as the design, development, and implementation of ancillary digital solutions and supporting technologies. The Contractor will bring knowledge, capabilities, and experience to support CSC's Offender Management Program (and associated projects and solutions). More specifically, the Contractor will be required to (1) manage and integrate a vendor Offender Management System (OMS) into the CSC environment, and (2) evolve and help implement the extended digital-ready architecture in support of the broader transformation of the business of offender management where the vendor OMS solution will be a core, integrated solution.

For further clarity in this Statement of Work:

Solution Vendor refers to the vendor awarded the contract for the commercial-off-the-shelf solution.

The Solution refers to the commercial-off-the-shelf solution acquired by Canada from the Solution Vendor.

Contractor refers to the system integrator vendor awarded the IT professional services contract for this requirement.

3. Background

CSC is a federal government agency within the Public Safety portfolio, which also includes the Royal Canadian Mounted Police, the Parole Board of Canada, the Canada Border Services Agency, and the Canadian Security Intelligence Service. CSC is responsible for administering court-imposed sentences of two years or more for adult offenders, including supervising offenders under conditional release in the community. Federal correctional institutions are grouped into five regions (Atlantic, Quebec, Ontario, Prairies and Pacific) and managed by a regional office (Regional Headquarters), which reports to the National Headquarters.

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

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

3.1 Correctional Service Canada Priorities

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

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

CSC provides a critical array of services and interventions to maintain public safety including the safety of offender, staff, victims, and the public. Many of these services and interventions are currently supported by in-person or paper-based processes. Those processes that do include some automation are supported by aging IT systems that are not readily able to be adapted to support this new way of working or at the pace of change required to respond to the rapidly evolving digital environment.

CSC needs to develop processes and digital systems to cope with the change it is undergoing. These include updating systems and processes for internal staff, partner organizations and re-thinking and re-designing how CSC delivers its services and interventions to offenders, leveraging digital processes wherever possible.

3.2 Offender Management System (OMS)

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

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

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

delivery model and operating environment to allow CSC to fulfill its mandate. Informed by the Government of Canada Digital Operations Strategic Plan, CSC is in the process of modernizing the enterprise data, application, and technical architecture to better support business agility and the organization's transformational roadmap. Several initiatives are currently underway including the migration of workloads to the cloud, renewal of its application portfolio, implementation of an enterprise data strategy, evolution of its integration layer to support a micro-services approach, and the addition of digital capabilities to enable business functionalities.

As CSC continues to modernize its IM/IT landscape with increasing investments in the cloud, it will be critical to introduce capabilities that can scale in line with the pace of change the business can support. As a result, CSC is driving toward a digital-ready architecture in support of transformational capabilities in order to introduce greater flexibility and velocity in its ability to address business needs. As such, CSC is embedding digital transformation as a competency rather than running it as time-based project, recognizing that the 'course & speed' of change will fluctuate over time given the nature of an operational department. Two critical characteristics of the digital-ready architecture are as follows:

- *variable costing*
 - enable the foundational functionality with low fixed costs to set-it up initially and shift most of the expenditures to variable cost (e.g. user based) to scale at pace
- *on-demand*
 - build the capability as part of the core component of the architecture for it to be accessible 'on-demand' to reduce lead time to meet the needs of the business

From a system integration perspective, Offender Management System Modernization (OMS-M) will need to integrate into this evolving architecture. This provides an opportunity to further de-risk the project by decoupling the product integration (implementation and install) from the broader integration with transformational capabilities within a digital-ready architecture, which can happen on a separate timeline. As such, CSC requires the services of a system integrator for two separate, but related, streams; (1) integrate The Solution within the technical environment in order to have a robust business solution that will involve both the legacy and new application running as an integrated solution, and (2) further evolve the digital-ready architecture by designing, developing, and implementing components to support the transformation of the business of offender management.

3.4 Project Structure

The OMS-M project is a multi-year, business-led IT project where the management of relationships and interlinkages is key. The diagram below provides an overview of the roles and responsibilities of strategic players. While being led by CSC's business and technical teams, the Contractor will provide overall project management, while working closely with the Solution Vendor. A Value Management Office is also being established to oversee review and verification of services.



3.5 Solution Vendor's Responsibilities

The Solution Vendor's responsibilities include the following areas of work:

- Step 1:** The Solution Vendor will complete a Prototype of the Solution to demonstrate how the Solution addresses key business and technical capabilities. In addition to the delivery of a functioning prototype, the Solution Vendor will develop a preliminary solution fit/gap assessment, a solution architecture document, a functional specification for one business capability, a comprehensive project plan, and a release strategy.
- Step 2:** During Solution Design, the Solution Vendor will expand upon and finalize the deliverables started during the Prototype as well as complete the design deliverables for the remaining capabilities.
- Step 3:** The Solution Vendor will implement the Solution for the procured capabilities during project implementation. Responsibilities include the planning, analysis, design, configuration, development, testing, deployment, transition, and knowledge transfer activities of the supporting technologies needed to successfully implement each procured capability.
- Step 4:** On-going Maintenance and Support Services - Once Solution Implementation is complete, the Solution Vendor will manage, support, and potentially operate, the Solution on a Service Level Agreement (SLA) basis.

Throughout these Steps, the Solution Vendor will provide project management services to, and work collaboratively with, the CSC project team, internal and external stakeholders, the Contractor, and other third-party contractors on the overall project management of the Solution. These services include strategic innovation, development of the Solution's target operating model, management of the integrated work plan, outcome planning and management, strategic planning and oversight of future phases of the project.

In addition, the Solution Vendor may also provide additional services related to the planning, analysis, design, development, deployment and training activities not already covered in the above work streams but within the identified scope of the overall project.

The Contractor for this requirement will provide application services, IM/IT services, business services, and project management services in support of the steps described above.

4. Scope of Work

The Contractor must provide informatics professional services to CSC on an 'as and when' requested basis as initiated through Task Authorizations (TAs). For each task authorization, Canada will determine whether it is a TA with a Maximum Price, or a TA with a Firm Price.

4.1 Overview

The Contractor must provide assessments, methodologies, tools, processes, technical capabilities, solutions and a team of qualified resources, on an as-and-when requested basis, to successfully deliver the following two streams of work:

(1) *OMS-M product integration services*. This includes the following overall key responsibilities:

- Responsible for the project management, business and functional aspects for the project to provide overall business and functional leadership, execution discipline, and operational alignment of the team to successfully implement the OMS-M project and de-risk deployment.
- Responsible for the technical integration of The Solution in order to provide overall technical leadership of the team to successfully integrate the OMS-M product within the CSC environment.

(2) *Digital-ready architecture services*. This includes the following overall key responsibilities:

- Responsible for the definition, design, development and implementation of the digital-ready architecture solution components to deliver advanced, on-demand, digital capabilities to further transform the business of offender management.
- Responsible for the business and technical integration of the digital-ready architecture with the OMS-M product in order to provide strong functional alignment and enable greater transformational outcomes.

The above streams of work (and associated services) will be delivered across the following functional areas as described below.

4.2 Project/Programme Management

The Contractor may be required to work on activities related to project/program management activities that may include but are not limited to:

- a. Determine the project management model, methods, and processes to facilitate project integration activities between the Solution Vendor, CSC, and the Contractor;
- b. Develop and manage the project plans and schedules for the project, identify activities, deliverables, dependencies, risks and mitigation strategies, milestone dates, resource assignments and level of effort, assumptions and the identification of critical dependencies;
- c. Monitor the project progress against the established goals, objectives and milestones;
- d. Identify, analyze, plan, track and control progress of the project;
- e. Provide the project management support and expertise to the OMS-M project to ensure consistent planning and project management discipline, for the ten key knowledge area of project management:
 - (i) Project integration management;
 - (ii) Project scope management;
 - (iii) Project time management;
 - (iv) Project cost management;
 - (v) Project quality management;
 - (vi) Project resource management;
 - (vii) Project communications management;
 - (viii) Project risk management; and
 - (ix) Project stakeholder management;
- f. Maintain risk and issues registers, leading weekly or biweekly status meetings, maintaining schedules, providing quality assurance and supporting change management;
- g. Develop reports and presentations, facilitate and coordinate committees, working groups or working sessions with stakeholders related to project management functions or work packages;
- h. Prepare monthly project reporting and dashboard reports following standards complying with CSC standards; and
- i. Transfer functional and technical knowledge to CSC staff through training, coaching, demonstrations, written instructions and documents

4.3 Change Management

The Contractor may be required to work on change management activities related to the business transformation efforts underway at CSC that may include, but are not limited to:

- a. Design and/or assist in designing Change Management plans in alignment with overarching CSC strategies and plans, and supporting CSC in the execution of the plans;
- b. Design and conduct change readiness assessments in order to plan and carry-out strategies;
- c. Coordinate, prepare and research (analysis or surveys) on the level of change adoption throughout project lifecycles and identifying solutions for course correction;
- d. Participate in change impact analysis and change management activities;
- e. Identifying change management tools and risks;
- f. Develop benefits realization plans and conduct measurement activities;
- g. Support training strategies from the change management perspective;
- h. Integrate performance monitoring disciplines in change management plans;
- i. Carry-out performance monitoring and reporting activities on change management;
- j. Evaluate the effectiveness of the change management initiative;

- k. Support planning, analysis, and research to gain a thorough understanding of the drivers and strategic considerations for workforce transition planning;
- l. Facilitate or coordinate committees, working groups, working sessions or workshops with CSC change stakeholders and leaders; and
- m. Transfer functional and technical knowledge to CSC staff, and as required other stakeholders, through training, coaching, demonstrations, written instructions and documents

4.4 Training

The Contractor may be required to provide training to end users on any applications or services developed as a result of this Contract that may include, but is not limited to:

- a. Develop the training strategy in consultation with CSC and the Solution Vendor (as required);
- b. Design and develop the training program and curriculums in partnership with The Solution Vendor;
- c. Lead the training activities as defined in the training strategy and program;
- d. Perform usability testing of the training modules and content;
- e. Conduct quality assurance of final training materials in English and French;
- f. Deliver the training as defined in the training strategy and program; and
- g. Prepare and test the training environment including the data and use cases.

4.5 Business and Solution Design

The Contractor may be required to work on business and solution design activities that may include, but are not limited to:

- a. Review and consolidate the CSC and OMS-M principles, constraints, and assumptions that guide the reference and solution architectures and promote clearly defined solution scope while enabling the organization to carry out its mandate and functional responsibilities;
- b. Document business processes and procedures and business process mapping;
- c. Ensure that formalized requirements processes result in clearly defined solution scope;
- d. Develop and maintain reference architectures and solution architectures using or ensuring compatibility with CSC tools;
- e. Assess relevant enterprise capabilities and maturity corresponding to the high level solution architectures, identifying gaps and making recommendations;
- f. Develop frameworks, technical architectures, and strategies, in consultation with Information Management Services (and central agencies as required) to meet the business and application requirements;
- g. Review the integration of all aspects of technology solutions and making recommendations;
- h. Support key management decisions in developing, selecting and maintaining preferred OMS-M deployment approach, project phases, and timelines;
- i. Prepare detailed plans for technical design including a review to ensure that requirements are met while fulfilling principles and constraints, and to obtain approval of the system proposal;
- j. Ensure consistency and integration with the organization's and government architectures and business strategies; liaising with the CSC Architecture Review Board;
- k. Develop principles of operation and concepts of system operations;
- l. Keep the OMS-M project advised of emerging trends and advising on approaches that have been successfully used in other business and IT transformation projects or jurisdictions;
- m. Identify risks associated with the architecture or technologies and recommending risk mitigation; and
- n. Transfer functional and technical knowledge to CSC, and as required other stakeholders.

4.6 System Integration

The Contractor may be required to provide system integration services that may include, but are not limited to:

- a. Design, develop, and extend the evolving micro-services architecture in support of the OMS-M implementation;
- b. Implement the API & integration layer to support the to-be solution ecosystem that will include OMS-M, legacy OMS, and associated Long-Term Evolution components such as Structured Intervention Units, Offender Accommodations Management System, Special Operating Agency, Correctional Planning and Decisions, and Virtual Correctional Program Delivery;
- c. Identify and document domain business rules as well as how these will be incorporated into the integration solution architecture that maintains both the legacy OMS and the new OMS-M Solution;
- d. Design the technical integration architecture leveraging the CSC components in place to support OMS-M such as the Secure Cloud to Ground, APIM, Microsoft Azure, as well as other legacy systems;
- e. Identify, design, develop, and implement process orchestration within the micro-services architecture in order to enable solutions that cross multiple applications;
- f. Identify, design, develop, and implement public safety partner integration/data sharing required to successfully enable The Solution;
- g. Lead the planning and execution of the Solution cutover that takes into account the broader enablement of the integration environment;
- h. Develop and design the Legacy Solution Decommissioning strategy along with the interim technical architectures to support the migration to the end-state
- i. Lead the development of a contingency (rollback) plan should issues occur at cutover;
- j. Lead the design of the support approach for system integration processes, including the APIs. The approach may include process definition, roles and responsibilities, as well as organization structure and sizing;
- k. Provide assistance to CSC support resources during transition period after post go-live;
- l. Lead, design, configure and deploy Azure Event Hub as part of a service bus in order to allow integration with legacy applications, message queues, advanced analytics and modern restful APIs; and
- m. Lead, design, configure and deploy integrations with Microsoft Power Platform and Dataverse in order to leverage Robotic Process Automation;
- n. Develop or program additional software code for software for which Canada already has a license in addition to the APIs. In such a case, the Contractor must deliver all relevant source code to Canada.

4.7 Data Management

The Contractor may be required to provide data management services that may include, but are not limited to:

- a. Plan and execute data migration and conversion;
- b. Complete the data modelling of the current state OMS and cross-reference with the data model from the new OMS-M Solution;
- c. Identify and correct data quality issues prior to the conversion and migration to the new OMS-M Solution;
- d. Identify and implement enterprise-class data quality processes, practices, and solutions to support a micro-services technical architecture for transactional data;
- e. Lead and manage the data conversion and migration activities;
- f. Operationalize and implement the CSC data governance & information management model using best practice processes and solutions;

- g. Lead the conversion of unstructured data, including paper records (e.g. offender documentation) into digital format to support electronic workflow and data management, leveraging advanced scanning and robotic process automation tools;
- h. Identify, design, develop, and implement advanced analytics (e.g. predictive) for specific business use cases;
- i. Implement the use of data analytics, and data insights into operational and planning decision making;
- j. Identify, design, develop, and implement advanced analytics solutions including predictive analytics; and
- k. Assess any advanced analytics solutions for privacy, ethics and bias in alignment with the Government of Canada's Directive on Automated Decision Making, while remaining transparent.

4.8 Infrastructure

The Contract may be required to provide infrastructure services that may include, but are not limited to the below:

- a. Support and facilitate the hosting enablement of the OMS-M Solution in the CSC cloud environment;
- b. Provide expertise and resources to assist in enabling network connectivity for the integrated Solution;
- c. Develop the business continuity and availability management strategy and assist with its implementation;
- d. Assist with the enablement and management of the infrastructure monitoring;
- e. Support the cloud modernization and evolution as part of the enablement of a digital-ready architecture (such as APIM)
- f. Identify, design, develop and implement solutions supporting an intelligent infrastructure (such as IoT devices, drones, and video analytics) leveraging the cloud infrastructure and services;
- g. Provide expertise and advice on network modernization to support digital use cases in institutions; and
- h. Provide advice on optimization of cloud investments.

4.9 User Interface Solutions

The Contractor may be required to provide user interface solution services that may include, but are not limited to:

- a. Design, develop, and implement the presentation layer required to seamlessly integrate various applications or functionality to support a common 'look & feel' for end users;
- b. Lead and manage accessibility-related activities with respect to integration at the presentation layer in line with legislated obligations;
- c. Provide user-centered design expertise and experience in developing client-facing solutions;
- d. Develop digital-ready architectural components in support of end-users including offenders, third party public safety partners, employees, as well as other stakeholders;
- e. Identify, develop, and implement digital-ready architectural components in support of user interface solutions such as account management, digital identity, and mobile solutions; and
- f. Integrate the OMS-M application into the CSC identity management solution.

4.10 Testing

The Contractor may be required to provide testing services that may include, but are not limited to:

- a. Develop the integration test strategy and plan in consultation with the OMS-M Solution Vendor and CSC;

- b. Perform quality assurance testing;
- c. Lead and manage the testing execution;
- d. Incorporate testing of external Interfaces with third parties (such as public safety partners)
- e. Lead testing activities for OMS-M integrated Solution, including:
 - (i) Unit testing;
 - (ii) String testing;
 - (iii) Product testing;
 - (iv) Performance testing;
 - (v) Penetration testing; and
- f. Perform operational readiness testing, including end-to-end involving interfaces with third parties (as required);
- g. Support user acceptance testing; and
- h. Integrate testing activities into existing Azure DEVOPS pipelines for deployment automation.

4.11 Ancillary Technologies and Innovation Solutions

The Contractor may be required to provide services related to ancillary technologies and solutions to better integrate the OMS product to support the broader transformation of the business of offender management. This may include evolving existing offender solutions in a variety of sectors such as health or education as well as developing prototype applications to enable a digital-ready architecture. Services may include, but are not limited to:

- a. Develop digital prototype solutions with the intent of promoting them into production;
- b. Assess existing technical environment and make recommendation of any additional tools, if necessary, to support the innovation and modernization of offender management;
- c. Develop the plans and roadmap to evolve the long-term evolution applications such as Correctional Planning and Decisions, Virtual Correctional Program Delivery, Structured Intervention Units, Offender Accommodation Management, and Special Operating Agency in the context of the new OMS-M application. This may include additional functionality, revised architecture, and new underlying technology platforms;
- d. Support and evolve offender solutions in a variety of related sectors such as health, education, community supervision, programming, services, etc. in order to better integrate with OMS-M;
- e. Develop and pilot components of a digital-ready architecture to further support CSC modernization efforts. This may include the extension of virtual offender services, digital education, and a number of digital proofs-of-concepts for institutions.

4.12 Meeting and Reports

The Contractor may be required to attend meetings virtually to discuss progress, timelines, cost and any other subject required by Canada. Such meetings and their frequency will be defined in the TA(s).

4.13 Requirements

All work will be authorized through a validly issued TA. Each TA will outline in detail the scope of the work to be carried out by the Contractor. The location of the work and contractor facilities will be determined prior to the authorization of the TA.

For each TA, the Contractor must at a minimum:

- a. supply resources via a TA on an “as and when requested” basis in the Resource categories described in this Statement of Work;

- b. ensure that the resources are fluent in the language(s) specified in the TA;
- c. ensure that the resources have the security clearance specified in the TA;
- d. ensure that resources support operational working hours as specified in the TA;
- e. attend, as a minimum, quarterly meetings with the Technical Authority to review:
 - i. the financial elements of the Contract based on the monthly financial report; and
 - ii. other issues as deemed necessary by either party.

5. Resource Categories

The Contractor must provide informatics professional services to CSC on an 'as and when' requested basis as initiated through TAs. Where different levels of the same resource category may be required, the Level of Resource required will be identified on the TA. While the tasks that are identified for the levels may be the same, it is expected that the Level 3 resources will take on a leadership role and will be required for more complex requirements.

Stream	Resource Categories	Level
Stream 1: Applications Services	A.1 Application/Software Architect	2,3
	A.6 Programmer/Software Developer	2,3
	A.7 Programmer/Analyst	2,3
	A.8 System Analyst	2,3
	A.11 Tester	2,3
Stream 3: Information Management/Information Technology Services	I.1 Data Conversion Specialist	2,3
	I.2 Database Administrator	3
	I.4 Database Modeler/Information Management Modeler	2,3
	I.5 Information Management Architect	3
	I.6 Network Analyst	3
	I.10 Technical Architect	3
	I.11 Technology Architect	2,3
Stream 4: Business Services	B.1 Business Analyst	3
	B.2 Business Architect	3
	B.3 Business Consultant	2,3
	B.7 Business Transformation Architect	2,3
	B.9 Courseware Developer	3
	B.13 Operations Support Specialist	3
	B.14 Technical Writer	2,3
Stream 5: Project Management Services	P.1 Change Management Consultant	2,3
	P.2 Enterprise Architect	2,3
	P.5 Project Executive	3
	P.7 Project Coordinator	3
	P.9 Project Manager	2,3
	P.10 Project Scheduler	3
	P.11 Quality Assurance Specialist/Analyst	2,3

5.1 Applications Services

A.1. Application/Software Architect

Experience levels

- Level 2: 5- < 10 years of experience
- Level 3: 10+ years of experience

Responsibilities could include but are not limited to:

- a. Develop technical architectures, frameworks and strategies, either for an organization or for a major application area, to meet the business and application requirements;
- b. Identify the policies and requirements that drive out a particular solution;
- c. Analyze and evaluate alternative technology solutions to meet business problems;
- d. Ensure the integration of all aspects of technology solutions;
- e. Monitor industry trends to ensure that solutions fit with government and industry directions for technology;
- f. Analyze functional requirements to identify information, procedures and decision flows;
- g. Evaluate existing procedures and methods, identify and document database content, structure, and application sub-systems, and develop data dictionary;
- h. Define and document interfaces of manual to automated operations within application sub-systems, to external systems and between new and existing systems;
- i. Define input/output sources, including detailed plan for technical design phase, and obtain approval of the system proposal; and
- j. Identify and document system specific standards relating to programming, documentation and testing, covering program libraries, data dictionaries, naming conventions.

A.6 Programmer/Software Developer

Experience levels

- Level 2: 5- < 10 years of experience
- Level 3: 10+ years of experience

Responsibilities could include but are not limited to:

- a. Develop and prepare diagrammatic plans for solution of business, scientific and technical problems by means of computer systems of significant size and complexity;
- b. Analyze the problems outlined by the systems analysts/designers in terms of such factors as style and extent of information to be transferred to and from storage units, variety of items to be processed, extent of sorting, and format of final printed results;
- c. Select and incorporate available software programs;
- d. Design detailed programs, flow charts, and diagrams indicating mathematical computation and sequence of machine operations necessary to copy and process data and print the results;
- e. Translate detailed flow charts into coded machine instructions and confer with technical personnel in planning programs;
- f. Verify accuracy and completeness of programs by preparing sample data, and testing them by means of system acceptance test runs made by operating personnel;
- g. Correct program errors by revising instructions or altering the sequence of operations; and
- h. Test instructions, and assemble specifications, flow charts, diagrams, layouts, programming and operating instructions to document applications for later modification or reference.

A.7 Programmer/Analyst

Experience levels

- Level 2: 5- < 10 years of experience
- Level 3: 10+ years of experience

Responsibilities could include but are not limited to:

- a. Create and modify code and software;
- b. Create and modify screens and reports;
- c. Gather and analyze data for the conduct of studies to establish the technical and economic feasibility of proposed computer systems, and for the development of functional and system design specifications;
- d. Design methods and procedures for small computer systems, and sub-system of larger systems;
- e. Develop, test and implement small computer systems, and sub-systems of larger systems; and
- f. Produce forms, manuals, programs, data files, and procedures for systems and/or applications.

A.8 System Analyst

Experience levels

- Level 2: 5- < 10 years of experience
- Level 3: 10+ years of experience

Responsibilities could include but are not limited to:

- a. Develop requirements, feasibility, cost, design, and specification documents for systems;
- b. Implement systems to support projects, departments, organizations or businesses;
- c. Translate business requirements into systems design and specifications;
- d. Analyze and recommend alternatives and options for solutions; and
- e. Develop technical specifications for systems development, design, and implementation.

A.11 Tester

Experience levels

- Level 2: 5- < 10 years of experience
- Level 3: 10+ years of experience

Responsibilities could include but are not limited to:

- a. Lead test planning and coordination;
- b. Supervise testing in accordance with the plan;
- c. Manage and monitor test plans for all levels of testing;
- d. Manage walkthroughs and reviews related to testing and implementation readiness;
- e. Develop status reporting;
- f. Develop test scenarios and test scripts;
- g. Establish and maintain source and object code libraries for a multi-platform, multi-operating system environment;
- h. Establish software testing procedures for unit test, integration testing and regression testing with emphasis on automating the testing procedures;
- i. Establish and operate interoperability testing procedures to ensure that the interaction and co-existence of various software elements, which are proposed to be distributed on the common infrastructure, conform to appropriate departmental standards (e.g. For performance, compatibility) and have no unforeseen detrimental effects on the shared infrastructure; and
- j. Establish a validation and verification capability which assumes functional and performance compliance.

5.2 Information Management/Information Technology Services

I.1 Data Conversion Specialist

Experience levels

- Level 2: 5- < 10 years of experience
- Level 3: 10+ years of experience

Responsibilities could include but are not limited to:

- a. Oversee all facilities of the conversion process;
- b. Complete mapping, interfaces, mock conversion work, enhancements, actual conversion, and verify completeness and accuracy of converted data;
- c. Establish a strong working relationship with all clients, interact effectively with all levels of client personnel, and provide conversion support;
- d. Analyze and coordinate data file conversions; and
- e. Work with importing files from heterogeneous platforms.

I.2 Database Administrator

Experience levels

- Level 3: 10+ years of experience

Responsibilities could include but are not limited to:

- a. Customize database conversion routines;
- b. Finalize Conversion Strategy;
- c. Generate new database with the client;
- d. Maintain data dictionaries;
- e. Develop and implement procedures that will ensure the accuracy, completeness, and timeliness of data stored in the database;
- f. Develop and implement security procedures for the database, including access and user account management;
- g. Advise programmers, analysts, and users about the efficient use of data;
- h. Maintain configuration control of the database;
- i. Perform and/or coordinate updates to the database design;
- j. Control and coordinate changes to the database, including the deletion of records, changes to the existing records, additions to the database; and
- k. Develop and coordinate back-up, disaster recovery and virus protection procedures.

I.4 Database Modeler / Information Management Modeler

Experience levels

- Level 2: 5- < 10 years of experience
- Level 3: 10+ years of experience

Responsibilities could include but are not limited to:

- a. Strategically and tactically develop and maintain the architecture and data models for corporate and project specific initiatives, including:
 - (i) the identification of data most valuable to the department;
 - (ii) the integration of this data, and

- (iii) the development of core relating data models. The resulting data models will be based on data architecture and modeling design principles and tenets;
- b. Design, develop and maintain logical data models;
 - c. Analyze proposed changes to databases from the context of the Logical Data Model;
 - d. Provide technical expertise in the use and optimization of data modeling techniques to team members;
 - e. Provide technical assistance, guidance and direction in terms of data analysis and modeling to team members;
 - f. Provide assistance to project team and business users relating to data issues and data analysis concepts;
 - g. Participate in the development of data modeling and metadata policies and procedures;
 - h. Participate in data analysis as a result of new and/or updated requirements;
 - i. Apply approved changes to logical data models;
 - j. Comply with corporate data architectures, strategies and frameworks, including enterprise data warehouse activities;
 - k. Analyze and evaluate alternative data architecture solutions to meet business problems/requirements to be incorporated into the corporate data architecture;
 - l. Review corporate architecture strategies and directions, data requirements, and business information needs and devise data structures to support them;
 - m. Improve modeling efficiency through recommendations on how to better utilize current metadata repositories;
 - n. Comply with corporate repository metadata directions;
 - o. Provide input to refinement of data architectures;
 - p. Participate in data architecture refinement;
 - q. Define access strategies; and
 - r. Construct, monitor and report on work plans and schedules.

I.5 Information Management Architect

Experience levels

- Level 3: 10+ years of experience

Responsibilities could include but are not limited to:

- a. Analyze existing capabilities and requirements, develop redesigned frameworks and recommend areas for improved capability and integration;
- b. Develop and document detailed statements of requirements;
- c. Evaluate existing procedures and methods, identify and document database content, structure, and application subsystems, and develop data dictionary;
- d. Define and document interfaces of manual to automated operations within application subsystems, to external systems, and between new and existing systems;
- e. Prototype potential solutions, provide tradeoff information and suggest recommended courses of action;
- f. Perform information modelling in support of business process restructuring implementation (BPR);
- g. Perform cost/benefit analysis of implementing new processes and solutions;
- h. Provide advice in developing and integrating process and information models between business processes to eliminate information and process redundancies; and
- i. Provide advice in defining new requirements and opportunities for applying efficient and effective solutions; identify and provide preliminary costs of potential options.

I.6 Network Analyst

Experience levels

- Level 3: 10+ years of experience

Responsibilities could include but are not limited to:

- a. Prepare implementation plans for particular technologies;
- b. Install and monitor particular facets of technology;
- c. Configure and optimize technical installations;
- d. Troubleshoot, and respond to user problems; and
- e. Maintain up-to-date knowledge of particular technologies and products supporting that technology.

I.10 Technical Architect

Experience levels

- Level 3: 10+ years of experience

Responsibilities could include but are not limited to:

- a. Develop technical architectures, frameworks and strategies, either for an organization or for a major application area, to meet the business and application requirements;
- b. Identify policies and requirements that drive out a particular solution;
- c. Analyze and evaluate alternative technology solutions to meet business problems;
- d. Ensure the integration of all aspects of technology solutions;
- e. Evaluate hardware and software relative to their ability to support specified requirements and, by determining potential and actual bottlenecks, and improve system performance through recommended hardware changes; and
- f. Review computer software systems and data requirements as well as communication and response needs and determine operating systems and languages needed to support them.

I.11 Technology Architect

Experience levels

- Level 2: 5- < 10 years of experience
- Level 3: 10+ years of experience

Responsibilities could include but are not limited to:

- a. Develop technical architectures, frameworks and strategies, either for an organization or for a major application area, to meet the business and application requirements;
- b. Identify the policies and requirements that drive out a particular solution;
- c. Analyze and evaluate alternative technology solutions to meet business problems;
- d. Ensure the integration of all aspects of technology solutions;
- e. Monitor industry trends to ensure that solutions fit with government and industry directions for technology;
- f. Provide information, direction and support for emerging technologies;
- g. Perform impact analysis of technology changes;
- h. Provide support to applications and/or technical support teams in the proper application of existing infrastructure; and

- i. Review application and program design or technical infrastructure design to ensure adherence to standards and to recommend performance improvements.

5.3 Business Services

B.1 Business Analyst

Experience levels

- Level 3: 10+ years of experience

Responsibilities could include but are not limited to:

- a. Develop and document statements of requirements for considered alternatives;
- b. Perform business analyses of functional requirements to identify information, procedures, and decision flows;
- c. Evaluate existing procedures and methods, identify and document items such as database content, structure, application subsystems;
- d. Define and document interfaces of manual to automated operations within application subsystems, to external systems, and between new and existing systems;
- e. Establish acceptance test criteria with client; and
- f. Support and use the selected departmental methodologies.

B.2 Business Architect

Experience levels

- Level 3: 10+ years of experience, or 5+ years of experience with a recognized professional certification

Responsibilities could include but are not limited to:

- a. Develop policies and rules that allow an organization to carry out its mandate and functional responsibilities, and that govern the organization's actual and planned capabilities in terms of computers, data, information, human resources, communication facilities, software and management responsibilities; and
- b. Develop the specifications for where, how and why the various organizational components fit together as they do, and how they support the organization's mandate.

B.3 Business Consultant

Experience levels

- Level 2: 5- < 10 years of experience
- Level 3: 10+ years of experience, or 5+ years of experience with a recognized professional certification

Responsibilities could include but are not limited to:

- a. Analyze, evaluate, develop business processes (such as financial, operational, systems);
- b. Identify organizational and/or project business opportunities for improvement and streamlining of business processes;
- c. Identify and evaluate critical success parameters, factors and performance measurements; and

- d. Assist other stakeholders in development and implementation of business improvement processes and programs.

B.7 Business Transformation Architect

Experience levels

- Level 2: 5- < 10 years of experience
- Level 3: 10+ years of experience, or 5+ years of experience with a recognized professional certification

Responsibilities could include but are not limited to:

- a. Analyze and develop business success "critical success factors";
- b. Analyze and develop architecture requirements design, process development, process mapping and training;
- c. Lead other functional staff to define business strategy and processes in support of transformation and change management activities;
- d. Participate in change impact analysis and change management activities;
- e. Participate in organizational realignment (job re-design organizational re-structuring);
- f. Coordinate development of training and coordination with other stakeholders; and
- g. Create presentations and present to various stakeholders, and facilitate meetings and discussions.

B.9 Courseware Developer

Experience levels

- Level 3: 10+ years of experience

Responsibilities could include but are not limited to:

- a. Perform needs assessment/analysis for training purposes;
- b. Plan and monitor training projects;
- c. Perform job, task, and/or content analysis;
- d. Write criterion-referenced, performance-based objectives;
- e. Recommend instructional media and strategies;
- f. Develop performance measurement standards;
- g. Develop training materials;
- h. Prepare end-users for implementation of courseware materials; and
- i. Communicate effectively by visual, oral, and written form with individuals, small group, and in front of large audiences.

B.13 Operations Support Specialist

Experience levels

- Level 3: 10+ years of experience

Responsibilities could include but are not limited to:

- a. Provide systems administration and systems operations support, including setting up user access, user profiles, back-up and recovery, day-to-day computer systems operations;
- b. Perform software upgrades, and apply patches;

- c. Provide customer interface to ensure requested changes are implemented; and
- d. Monitor computer workload trends and make adjustments to ensure optimum utilization of computer resources.

B.14 Technical Writer

Experience levels

- Level 2: 5- < 10 years of experience
- Level 3: 10+ years of experience

Responsibilities could include but are not limited to:

- a. Document help text, user manuals, technical documentation, and web page content;
- b. Review documentation standards and the existing project documentation;
- c. Determine documentation requirements and makes plans for meeting them;
- d. Gather information concerning the features and functions provided by the developers;
- e. Assess the audience for the documents/manuals which are required and prepare a statement of purpose and scope for each;
- f. Develop a table of content for each document/manual and write or edit the required content;
- g. Investigate the accuracy of the information collected by making direct use of the material being documented;
- h. Prepare and coordinate the preparation of any required illustrations and diagrams;
- i. Design the layout of the documents/manuals; and
- j. Produce final camera-ready copy using word-processing, desk-top publishing and graphics software packages.

5.4 Project Management Services

P.1 Change Management Consultant

Experience levels

- Level 2: 5- < 10 years of experience
- Level 3: 10+ years of experience, or 5+ years of experience with a recognized professional certification

Responsibilities could include but are not limited to:

- a. Analyze and develop business "critical success factors";
- b. Analyze and develop architecture requirements design, process development, process mapping and training;
- c. Lead other functional staff to define business strategy and processes in support of transformation and change management activities;
- d. Participate in change impact analysis and change management activities;
- e. Participate in organizational realignment (job re-design organizational re-structuring);
- f. Coordinate development of training and coordination with other stakeholders; and
- g. Create presentations and present to various stakeholders, and facilitate meetings and discussions.

P.2 Enterprise Architect

Experience levels

- Level 2: 5- < 10 years of experience
- Level 3: 10+ years of experience, or 5+ years of experience with a recognized professional certification

Responsibilities could include but are not limited to:

- a. Evaluate the enterprise's business/Information and Communications Technology (ICT) architecture, determine its consistency and integration with the organization's business/ICT strategies, assess the degree of its alignment with Treasury Board CIO Business Transformation Enablement Program (BTEP) and Federated Architecture Program (FAP) and recommend changes to the business/ICT architecture to improve its alignment with these external factors;
- b. Identify future business/ICT requirements against the current enterprise architecture, perform gaps analyses, develop Requirements for Technology Architectures (RTA), and prepare migration strategies;
- c. Assess the feasibility of migrating from the current state to the target business architecture and enabling technologies and identify the risks associated with migrating to the target business architecture and technologies and make recommendations for risk mitigation;
- d. Identify business and technology trends that create opportunities for business improvement, advise business and ICT Senior Executives on ICT trends and emerging technologies and the impact on the organization's and government ICT architectures and business strategies, model "What if" scenarios and recommend appropriate changes to the existing architecture and ICT infrastructure, and recommend alternative solutions, methodologies and strategies;
- e. Produce an architectural evolution plan, recommend prioritization of architecture evolution initiatives, and develop and/or implement an architecture evolution plan;
- f. Manage the development and implementation of an architectural improvement plan; and
- g. Coach, mentor and train the organization to perform any of the above tasks.

P.5 Project Executive

Experience levels

- Level 3: 10+ years of experience, or 5+ years of experience with a recognized professional certification

Responsibilities could include but are not limited to:

- a. Manage several Project Managers, each responsible for an element of the project and its associated project team;
- b. Define and document project objectives, determine budget requirements;
- c. Meet with other organizational executives to ensure all organizational (internal and external) stakeholders are committed and moving forward on project and organizational goals;
- d. Resolve issues related to the project;
- e. Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems; work with a variety of project management tools; and
- f. Coordinate project sign-off.

P.7 Project Coordinator

Experience levels

- Level 3: 10+ years of experience, or 5+ years of experience with a recognized professional certification

Responsibilities could include but are not limited to:

- a. Assist project management and data processing professionals, technical users and end users in project coordination and synchronization tasks;
- b. Provide administrative and technical support of a clerical nature as required to a project team;
- c. Assist in performing such tasks as maintaining project documentation and application/system libraries;
- d. Act as the first or single point of contact in a "hot-line" situation by accepting incoming calls, logging calls, attempting to resolve simple problems and following established procedures for more difficult problems;
- e. Track project change requests;
- f. Maintain and updates relevant project information in manual and/or electronic files; project information might include such things as project activity schedule, status reports, and correspondence;
- g. Perform work using computer tools, aids, system control languages on PCs, minis, or mainframes; and
- h. Communicate with project management and data processing professionals, technical users and end users on administrative matters related to the project.

P.9 Project Manager

Experience levels

- Level 2: 5- < 10 years of experience
- Level 3: 10+ years of experience, or 5+ years of experience with a recognized professional certification

Responsibilities could include but are not limited to:

- a. Manage several Project Managers, each responsible for an element of the project and its associated project team;
- b. Manage the project during the development, implementation and operations startup by ensuring that resources are made available and that the project is developed and is fully operational within previously agreed time, cost and performance parameters;
- c. Formulate statements of problems; establish procedures for the development and implementation of significant, new or modified project elements to solve these problems, and obtain required approval;
- d. Define and document the objectives for the project; determine budgetary requirements, the composition, roles and responsibilities and terms of reference for the project team;
- e. Report progress of the project on an ongoing basis and at scheduled points in the life cycle;
- f. Meet in conference with stakeholders and other project managers and state problems in a form capable of being solved;
- g. Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems;
- h. Work with a variety of project management tools; and
- i. Coordinate project sign-off

P.10 Project Scheduler

Experience levels

- Level 3: 10+ years of experience, or 5+ years of experience with a recognized professional certification

Responsibilities could include but are not limited to:

- a. Develop and support project schedules;
- b. Develop and maintain work breakdown structures;
- c. Produce appropriate reports and identify scheduling and/or dependency issues;
- d. Conduct and provide critical path analysis; and
- e. Assist in schedule co-ordination efforts with internal and external project stakeholders.

P.11 Quality Assurance Specialist/Analyst

Experience levels

- Level 2: 5- < 10 years of experience
- Level 3: 10+ years of experience

Responsibilities could include but are not limited to:

- a. Lead development of test plans, test scripts and test data;
- b. Participate in functional and technical design reviews, perform integration/functional and system testing, and verify test results;
- c. Identify and document software defects;
- d. Participate with other project resources to resolve defects; and
- e. Perform regression testing of software applications.

6. Government Furnished Equipment

Unless otherwise specified in a TA, Canada will not provide the Contractor any Government Furnished Equipment.

7. Government Support

Where Canada has a responsibilities related to the objectives stated in this Statement of Work, against which the Contractor will rely, it will be stated in the TA as appropriate.

8. Deliverables

Deliverables must be in accordance with the TA. The prototype applications and any work under this Contract must be delivered with its required functionality, configuration, customization, and this includes any other changes as may be required.

9. Reporting

In addition to the timely submission of all deliverables and fulfillment of obligations specified within the Contract, it is the responsibility of the Contractor to facilitate and maintain regular communication with the Project Contact(s). Status updates, verbal or written, will be requested on a monthly basis over the course

of the contract. Communication is defined as all reasonable effort to inform all parties of plans, decisions, proposed approaches, implementation, and results of work, to ensure that the project is progressing well and in accordance with expectations. Communication may include: phone calls; electronic mail; and meetings. In addition, the Contractor is to immediately notify the Project Contact(s) of any issues, problems or areas of concern in relation to any work completed under the contract, as they arise.

10. Limitations and Constraints

The Contractor must be ready to work with the Project Authority and other departmental personnel as required. Meetings between the Contractor and the Project and Technical authorities will be held at CSC facilities located in the National Capital Region. Availability of CSC personnel will be between the hours of 9am and 5pm, Monday to Friday.

The Contractor must keep all documents and proprietary Crown information confidential and return all materials, including documents and files, belonging to CSC upon completion of the contract to CSC.

All work performed will be subject to the inspection and acceptance by the Project Authority. All draft and final documents will be approved by the Project Authority prior to distribution. Should the work not meet the expectations of the Project Authority, the Contractor must re-submit revised (acceptable work) at no additional cost to CSC.

11. Official Languages

The primary language of work is English, however work may be conducted in either Official Language (English and/or French). The deliverables (presentation and written report) will be in English. In-person presentations may be presented in either English or French. Any translations, if required, of materials created by the Contractor shall be the responsibility of the Project Authority. Specific requirements for Contractor personnel to be fluent in both the English and French languages will be detailed in each TA.

12. Travel

Travel to, from or within the National Capital Region will not be reimbursed for work being performed in the National Capital Region. However, travel outside of the National Capital Region may be required from time-to-time to perform some parts of the work. All such travel expenses must have the prior authorization of the Technical Authority and will be reimbursed in accordance with the Treasury Board Travel Directive.

13. Work Location

Work may be performed at either designed Government of Canada facilities in the National Capital Region or at the Contractor's locations, at CSC's direction and discretion. However, the Contractor will be required to attend telephone, virtual, or in-person meetings from time-to-time as requested by the Technical Authority on location at a designated Government of Canada facility. CSC will provide work locations and meeting spaces within its facility for all onsite work and meetings.

14. Accessibility

CSC has considered accessibility as part of this procurement as per the Treasury Board of Canada Secretariat Guideline on Making Information Technology Usable by All.

<https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32620§ion=html>

15. Diversity

CSC is committed to making the Service more inclusive for everyone and fostering an equitable workplace culture that values diversity and creates an environment that is welcoming and rewarding for all. CSC encourages the businesses that work with CSC to reflect these values. More information can be found at: <https://www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service/diversity-inclusion-public-service2.html>

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. 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 five 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 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 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 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. A mandatory criterion will not be 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 a mandatory criterion be 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. 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 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:	
TA Number:		TA Issue Date:	Response Required By:
TA Amendment:			
1. Statement of work (Objective, Scope of work)			
2. Tasks, Activities and Deliverables			
3. Assumptions, Constraints specific to the Task			
4. Period of Services:	From (Date): Click to enter a date	To (Date): Click to enter a date	
5. Work Location:			
6. Travel Requirements:	<input type="checkbox"/> Yes <input type="checkbox"/> No		
7. Language Requirement:	<input type="checkbox"/> English <input type="checkbox"/> Bilingual		
8. Level of Security Clearance required for the Contractor Personnel:			
9. Basis of Payment			
<input type="checkbox"/> Maximum price <input type="checkbox"/> Pre-Approved Travel Cost <input type="checkbox"/> Firm price*			
<i>*The labour details will be the estimates used to calculate the Firm Price amounts to be paid.</i>			
10. Method of Payment			
<input type="checkbox"/> Monthly Payments (<i>applicable only to Maximum Price TA</i>) <input type="checkbox"/> Lump Sum Payment (<i>applicable only to Firm Price TA</i>) <input type="checkbox"/> Milestone Payments (<i>applicable to Maximum and Firm Price TA, as per schedule in section 12 below</i>)			

**TASK AUTHORIZATION
(TA) FORM**

11. Labour Details

#	Category; Level; Name of Proposed Resource Language Requirement	PWGSC Security File Number	Firm Per Diem Rate	Estimated Number of Days	Total Cost
1.			\$		\$
2.			\$		\$
3.			\$		\$
4.			\$		\$
5.			\$		\$
6.			\$		\$
Sub-total Labour Cost:					\$
Applicable Taxes (__%):					\$
Travel & Living Cost (including taxes)					\$
Total (Maximum or Firm Price TA)					\$

12. Milestones Schedule

(this section must be completed when milestone payment is selected in section 10 above)

#	Description	Schedule/due date	Firm Price <i>(for Firm Price TA only)</i>
1.			\$
2.			\$
3.			\$
4.			\$
5.			\$
6.			\$
Total Firm Price TA (incl. taxes):			\$

13. Technical Acceptance

The Technical Authority will review the final deliverable(s) for acceptance and verification prior to payment processing.

14. Contractor's Signature

Name, Title and Signature of individual Authorized to sign on Behalf of the **Contractor**:

Name: _____ Signature: _____

Title: _____ Date: _____

TASK AUTHORIZATION (TA) FORM	
15. Signatures – Client	
CSC Technical Authority	CSC Procurement Representative
Name, Title and Signature of Technical Authority to sign on Behalf of Correctional Service Canada:	Name, Title and Signature of Procurement Representative to sign on Behalf of Correctional Service Canada:
Name: _____	Name: _____
Title: _____	Title: _____
Signature: _____	Signature: _____
Date: _____	Date: _____
16. Signatures – PSPC Contracting Authority	
Name, Title and Signature of Contracting Authority to sign on Behalf of Public Works and Government Services Canada:	
Name: _____	Signature: _____
Title: _____	Date: _____
You are requested to sell to his Majesty the King 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 there of.	

APPENDIX C TO ANNEX A

RESOURCES ASSESSMENT CRITERIA AND RESPONSE TABLE

To facilitate resource assessment, Contractors must prepare and submit a response to a draft Task Authorization using the tables provided in this Annex. When completing the resource grids reference the page number of the resume and only include specific information that demonstrates the criteria. The tables should not contain all the project information from the resume, only the specific answer.

A.1. Application/Software Architect, Level 2 and 3

Mandatory Technical Criteria	Met/ Not Met	Contractor's Response (Cross Reference to Résumé)
<p>MTC1 The Contractor must demonstrate that the proposed resource has a University Degree or College/CEGEP Diploma related to computer science, information technology, or engineering from a recognized post-secondary institution. A copy of the degree or diploma must be provided.</p>		
<p>MTC2 The Contractor must demonstrate using projects, that the proposed resource has the minimum number of years of experience specified below for the resource category identified in the Task Authorization (TA).</p> <p>a) Level 2 Resource (maximum of three projects): Five years within the last ten years as of the issuance date of the task authorization.</p> <p>b) Level 3 Resource (maximum of five projects): Ten years within the last fifteen years as of the issuance date of the task authorization.</p> <p>The project(s) must have a minimum duration of six months, and must demonstrate that the resource provided services that are the same or similar to the tasks listed in the Statement of Work, Section 5.1 for the resource category identified in the TA.</p>		
<p>MTC3 The Contractor must demonstrate, using project descriptions, that the proposed resource has demonstrated experience in each of the technologies, software, tools and techniques identified in the TA within the last ten years as of the issuance date of the task authorization, as follows:</p> <p>a) Level 2 Resource: A maximum of three projects each with a minimum duration of six months. If the project involved "new technologies," then one project with a minimum duration of four months is acceptable.</p> <p>b) Level 3 Resource: a maximum of five projects each with a minimum duration of six months. If the project involved "new technologies," then one project with a minimum duration of four months is acceptable.</p>		

<p>*new technology is defined as a new software, tool, or technique that has existed for less than one year as of the issuance date of the task authorization.</p>		
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A.6. Programmer/Software Developer, Level 2 and 3

Mandatory Technical Criteria	Met/ Not Met	Contractor's Response (Cross Reference to Résumé)
<p>MTC1 The Contractor must demonstrate that the proposed resource has a University Degree or College/CEGEP Diploma related to computer science, information technology, or engineering from a recognized post-secondary institution. A copy of the degree or diploma must be provided.</p>		
<p>MTC2 The Contractor must demonstrate using projects, that the proposed resource has the minimum number of years of experience specified below for the resource category identified in the Task Authorization (TA).</p> <ul style="list-style-type: none"> a) Level 2 Resource (maximum of three projects): Five years within the last ten years as of the issuance date of the task authorization. b) Level 3 Resource (maximum of five projects): Ten years within the last fifteen years as of the issuance date of the task authorization. <p>The project(s) must have a minimum duration of six months, and must demonstrate that the resource provided services that are the same or similar to the tasks listed in the Statement of Work, Section 5.1 for the resource category identified in the TA.</p>		
<p>MTC3 The Contractor must demonstrate, using project descriptions, that the proposed resource has demonstrated experience in each of the technologies, software, tools and techniques identified in the TA as essential within the last ten years as of the issuance date of the task authorization, as follows:</p> <ul style="list-style-type: none"> a) Level 2 Resource: A maximum of three projects each with a minimum duration of six months. If the project involved "new technologies," then one project with a minimum duration of four months is acceptable. b) Level 3 Resource: A maximum of five projects each with a minimum duration of six months. If the project involved "new technologies," then one project with a minimum duration of four months is acceptable. 		

*new technology is defined as a new software, tool, or technique that has existed for less than one year as of the issuance date of the task authorization.		
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A.7. Programmer/Analyst, Level 2 and 3

Mandatory Technical Criteria	Met/ Not Met	Contractor's Response (Cross Reference to Résumé)
MTC1 The Contractor must demonstrate that the proposed resource has a University Degree or College/CEGEP Diploma related to computer science, information technology, or engineering from a recognized post-secondary institution. A copy of the degree or diploma must be provided.		
<p>MTC2 The Contractor must demonstrate using projects, that the proposed resource has the minimum number of years of experience specified below for the resource category identified in the Task Authorization (TA).</p> <ul style="list-style-type: none"> a) Level 2 Resource (maximum of three projects): Five years within the last ten years as of the issuance date of the task authorization. b) Level 3 Resource (maximum of five projects): Ten years within the last fifteen years as of the issuance date of the task authorization. <p>The project(s) must have a minimum duration of six months, and must demonstrate that the resource provided services that are the same or similar to the tasks listed in the Statement of Work, Section 5.1 for the resource category identified in the TA.</p>		
<p>MTC3 The Contractor must demonstrate, using project descriptions, that the proposed resource has demonstrated experience in each of the technologies, software, tools and techniques identified in the TA as essential within the last ten years as of the issuance date of the task authorization, as follows:</p> <ul style="list-style-type: none"> a) Level 2 Resource: A maximum of three projects each with a minimum duration of six months. If the project involved "new technologies," then one project with a minimum duration of four months is acceptable. b) Level 3 Resource: A maximum of five projects each with a minimum duration of six months. If the project involved "new technologies," then one project with a minimum duration of four months is acceptable. <p>*new technology is defined as a new software, tool, or technique that has existed for less than one year as of the issuance date of the task authorization.</p>		

A.8. System Analyst, Level 2 and 3

Mandatory Technical Criteria	Met/ Not Met	Contractor's Response (Cross Reference to Résumé)
<p>MTC1 The Contractor must demonstrate that the proposed resource has a University Degree or College/CEGEP Diploma related to computer science, information technology, or engineering from a recognized post-secondary institution. A copy of the degree or diploma must be provided.</p>		
<p>MTC2 The Contractor must demonstrate using projects, that the proposed resource has the minimum number of years of experience specified below for the resource category identified in the Task Authorization (TA).</p> <p>a) Level 2 Resource (maximum of three projects): Five years within the last ten years as of the issuance date of the task authorization.</p> <p>b) Level 3 Resource (maximum of five projects): Ten years within the last fifteen years as of the issuance date of the task authorization.</p> <p>The project(s) must have a minimum duration of six months, and must demonstrate that the resource provided services that are the same or similar to the tasks listed in the Statement of Work, Section 5.1 for the resource category identified in the TA.</p>		
<p>MTC3 The Contractor must demonstrate, using project descriptions, that the proposed resource has demonstrated experience in each of the technologies, software, tools and techniques identified in the TA as essential within the last ten years as of the issuance date of the task authorization, as follows:</p> <p>a) Level 2 Resource: A maximum of three projects each with a minimum duration of six months. If the project involved "new technologies," then one project with a minimum duration of four months is acceptable.</p> <p>b) Level 3 Resource: A maximum of five projects each with a minimum duration of six months. If the project involved "new technologies," then one project with a minimum duration of four months is acceptable.</p> <p>*new technology is defined as a new software, tool, or technique that has existed for less than one year as of the issuance date of the task authorization.</p>		

A.11. Tester, Level 2 and 3

Mandatory Technical Criteria	Met/ Not Met	Contractor's Response (Cross Reference to Résumé)
<p>MTC1 The Contractor must demonstrate that the proposed resource has a University Degree or College/CEGEP Diploma related to computer science, information technology, or engineering from a recognized post-secondary institution. A copy of the degree or diploma must be provided.</p>		
<p>MTC2 The Contractor must demonstrate using projects, that the proposed resource has the minimum number of years of experience specified below for the resource category identified in the Task Authorization (TA).</p> <p>a) Level 2 Resource (maximum of three projects): Five years within the last ten years as of the issuance date of the task authorization.</p> <p>b) Level 3 Resource (maximum of five projects): Ten years within the last fifteen years as of the issuance date of the task authorization.</p> <p>The project(s) must have a minimum duration of six months, and must demonstrate that the resource provided services that are the same or similar to the tasks listed in the Statement of Work, Section 5.1 for the resource category identified in the TA.</p>		
<p>MTC3 The Contractor must demonstrate, using project descriptions, that the proposed resource has demonstrated experience in each of the technologies, software, tools and techniques identified in the TA as essential within the last ten years as of the issuance date of the task authorization, as follows:</p> <p>a) Level 2 Resource: A maximum of three projects each with a minimum duration of six months. If the project involved "new technologies," then one project with a minimum duration of four months is acceptable.</p> <p>b) Level 3 Resource: A maximum of five projects each with a minimum duration of six months. If the project involved "new technologies," then one project with a minimum duration of four months is acceptable.</p> <p>*new technology is defined as a new software, tool, or technique that has existed for less than one year as of the issuance date of the task authorization.</p>		

I.1. Data Conversion Specialist, Level 2 and 3

Mandatory Technical Criteria	Met/ Not Met	Contractor's Response (Cross Reference to Résumé)

<p>MTC1 The Contractor must demonstrate that the proposed resource has a University Degree or College/CEGEP Diploma related to computer science, information technology, or engineering from a recognized post-secondary institution. A copy of the degree or diploma must be provided.</p>		
<p>MTC2 The Contractor must demonstrate using projects, that the proposed resource has the minimum number of years of experience specified below for the resource category identified in the Task Authorization (TA).</p> <p>a) Level 2 Resource (maximum of three projects):: Five years within the last ten years as of the issuance date of the task authorization.</p> <p>b) Level 3 Resource (maximum of five projects):: Ten years within the last fifteen years as of the issuance date of the task authorization.</p> <p>The project(s) must have a minimum duration of six months, and must demonstrate that the resource provided services that are the same or similar to the tasks listed in the Statement of Work, Section 5.1 for the resource category identified in the TA.</p>		
<p>MTC3 The Contractor must demonstrate, using project descriptions, that the proposed resource has demonstrated experience in each of the technologies, software, tools and techniques identified in the TA as essential within the last ten years as of the issuance date of the task authorization, as follows:</p> <p>a) Level 2 Resource: A maximum of three projects each with a minimum duration of six months. If the project involved "new technologies," then one project with a minimum duration of four months is acceptable.</p> <p>b) Level 3 Resource: A maximum of five projects each with a minimum duration of six months. If the project involved "new technologies," then one project with a minimum duration of four months is acceptable.</p> <p>*new technology is defined as a new software, tool, or technique that has existed for less than one year as of the issuance date of the task authorization.</p>		

I.2. Database Administrator, Level 3

Mandatory Technical Criteria	Met/ Not Met	Contractor's Response (Cross Reference to Résumé)
<p>MTC1 The Contractor must demonstrate that the proposed resource has a University Degree or College/CEGEP Diploma related to computer science, information technology, or</p>		

<p>engineering from a recognized post-secondary institution. A copy of the degree or diploma must be provided.</p>		
<p>MTC2 The Contractor must demonstrate using projects, that the proposed resource has the minimum number of years of experience specified below for the resource category identified in the Task Authorization (TA).</p> <p>a) Level 3 Resource (maximum of five projects): Ten years within the last fifteen years as of the issuance date of the task authorization.</p> <p>The project(s) must have a minimum duration of six months, and must demonstrate that the resource provided services that are the same or similar to the tasks listed in the Statement of Work, Section 5.1 for the resource category identified in the TA.</p>		
<p>MTC3 The Contractor must demonstrate, using project descriptions, that the proposed resource has demonstrated experience in each of the technologies, software, tools and techniques identified in the TA as essential within the last ten years as of the issuance date of the task authorization, as follows:</p> <p>a) Level 3 Resource: A maximum of five projects each with a minimum duration of six months. If the project involved "new technologies," then one project with a minimum duration of four months is acceptable.</p> <p>*new technology is defined as a new software, tool, or technique that has existed for less than one year as of the issuance date of the task authorization.</p>		

I.4. Database Modeler/Information Management Modeler, Level 2 and 2

Mandatory Technical Criteria	Met/ Not Met	Contractor's Response (Cross Reference to Résumé)
<p>MTC1 The Contractor must demonstrate that the proposed resource has a University Degree or College/CEGEP Diploma related to computer science, information technology, or engineering from a recognized post-secondary institution. A copy of the degree or diploma must be provided.</p>		
<p>MTC2 The Contractor must demonstrate using projects, that the proposed resource has the minimum number of years of experience specified below for the resource category identified in the Task Authorization (TA).</p> <p>a) Level 2 Resource (maximum of three projects): Five years within the last ten years as of the issuance date of the task authorization.</p> <p>b) Level 3 Resource (maximum of five projects): Ten years within the last fifteen years as of the issuance date of the task authorization.</p> <p>The project(s) must have a minimum duration of six months, and must demonstrate that the resource provided services that are the same or similar to the tasks listed in the Statement of Work, Section 5.1 for the resource category identified in the TA.</p>		
<p>MTC3 The Contractor must demonstrate, using project descriptions, that the proposed resource has demonstrated experience in each of the technologies, software, tools and techniques identified in the TA as essential within the last ten years as of the issuance date of the task authorization, as follows:</p> <p>a) Level 2 Resource: A maximum of three projects each with a minimum duration of six months. If the project involved "new technologies," then one project with a minimum duration of four months is acceptable.</p> <p>b) Level 3 Resource: A maximum of five projects each with a minimum duration of six months. If the project involved "new technologies," then one project with a minimum duration of four months is acceptable.</p> <p>*new technology is defined as a new software, tool, or technique that has existed for less than one year as of the issuance date of the task authorization.</p>		

I.5. Information Management Architect, Level 3

Mandatory Technical Criteria	Met/ Not Met	Contractor's Response (Cross Reference to Résumé)
<p>MTC1 The Contractor must demonstrate that the proposed resource has a University Degree or College/CEGEP Diploma related to computer science, information technology, or engineering from a recognized post-secondary institution. A copy of the degree or diploma must be provided.</p>		
<p>MTC2 The Contractor must demonstrate using projects, that the proposed resource has the minimum number of years of experience specified below for the resource category identified in the Task Authorization (TA).</p> <p>a) Level 3 Resource (maximum of five projects): Ten years within the last fifteen years as of the issuance date of the task authorization.</p> <p>The project(s) must have a minimum duration of six months, and must demonstrate that the resource provided services that are the same or similar to the tasks listed in the Statement of Work, Section 5.1 for the resource category identified in the TA.</p>		
<p>MTC3 The Contractor must demonstrate, using project descriptions, that the proposed resource has demonstrated experience in each of the technologies, software, tools and techniques identified in the TA as essential within the last ten years as of the issuance date of the task authorization, as follows:</p> <p>a) Level 3 Resource: A maximum of five projects each with a minimum duration of six months. If the project involved "new technologies," then one project with a minimum duration of four months is acceptable.</p> <p>*new technology is defined as a new software, tool, or technique that has existed for less than one year as of the issuance date of the task authorization.</p>		

I.6. Network Analyst, Level 3

Mandatory Technical Criteria	Met/ Not Met	Contractor's Response (Cross Reference to Résumé)
<p>MTC1 The Contractor must demonstrate that the proposed resource has a University Degree or College/CEGEP Diploma related to computer science, information technology, or engineering from a recognized post-secondary institution. A copy of the degree or diploma must be provided.</p>		

<p>MTC2 The Contractor must demonstrate using projects, that the proposed resource has the minimum number of years of experience specified below for the resource category identified in the Task Authorization (TA).</p> <p>a) Level 3 Resource (maximum of five projects): Ten years within the last fifteen years as of the issuance date of the task authorization.</p> <p>The project(s) must have a minimum duration of six months, and must demonstrate that the resource provided services that are the same or similar to the tasks listed in the Statement of Work, Section 5.1 for the resource category identified in the TA.</p>		
<p>MTC3 The Contractor must demonstrate, using project descriptions, that the proposed resource has demonstrated experience in each of the technologies, software, tools and techniques identified in the TA as essential within the last ten years as of the issuance date of the task authorization, as follows:</p> <p>a) Level 3 Resource: A maximum of five projects each with a minimum duration of six months. If the project involved "new technologies," then one project with a minimum duration of four months is acceptable.</p> <p>*new technology is defined as a new software, tool, or technique that has existed for less than one year as of the issuance date of the task authorization.</p>		

I.10. Technical Architect, Level 3

Mandatory Technical Criteria	Met/ Not Met	Contractor's Response (Cross Reference to Résumé)
<p>MTC1 The Contractor must demonstrate that the proposed resource has a University Degree or College/CEGEP Diploma related to computer science, information technology, or engineering from a recognized post-secondary institution. A copy of the degree or diploma must be provided.</p>		
<p>MTC2 The Contractor must demonstrate using projects, that the proposed resource has the minimum number of years of experience specified below for the resource category identified in the Task Authorization (TA).</p> <p>a) Level 3 Resource (maximum of five projects): Ten years within the last fifteen years as of the issuance date of the task authorization.</p>		

<p>The project(s) must have a minimum duration of six months, and must demonstrate that the resource provided services that are the same or similar to the tasks listed in the Statement of Work, Section 5.1 for the resource category identified in the TA.</p>		
<p>MTC3 The Contractor must demonstrate, using project descriptions, that the proposed resource has demonstrated experience in each of the technologies, software, tools and techniques identified in the TA as essential within the last ten years as of the issuance date of the task authorization, as follows:</p> <p>a) Level 3 Resource: A maximum of five projects each with a minimum duration of six months. If the project involved "new technologies," then one project with a minimum duration of four months is acceptable.</p> <p>*new technology is defined as a new software, tool, or technique that has existed for less than one year as of the issuance date of the task authorization.</p>		

I.11. Technology Architect, Level 2 and 3

Mandatory Technical Criteria	Met/ Not Met	Contractor's Response (Cross Reference to Résumé)
<p>MTC1 The Contractor must demonstrate that the proposed resource has a University Degree or College/CEGEP Diploma related to computer science, information technology, or engineering from a recognized post-secondary institution. A copy of the degree or diploma must be provided.</p>		
<p>MTC2 The Contractor must demonstrate using projects, that the proposed resource has the minimum number of years of experience specified below for the resource category identified in the Task Authorization (TA).</p> <p>a) Level 2 Resource (maximum of three projects): Five years within the last ten years as of the issuance date of the task authorization.</p> <p>b) Level 3 Resource (maximum of five projects): Ten years within the last fifteen years as of the issuance date of the task authorization.</p> <p>The project(s) must have a minimum duration of six months, and must demonstrate that the resource provided services that are the same or similar to the tasks listed in the Statement of Work, Section 5.1 for the resource category identified in the TA.</p>		

<p>MTC3 The Contractor must demonstrate, using project descriptions, that the proposed resource has demonstrated experience in each of the technologies, software, tools and techniques identified in the TA as essential within the last ten years as of the issuance date of the task authorization, as follows:</p> <p>a) Level 2 Resource: A maximum of three projects each with a minimum duration of six months. If the project involved "new technologies," then one project with a minimum duration of four months is acceptable.</p> <p>b) Level 3 Resource: A maximum of five projects each with a minimum duration of six months. If the project involved "new technologies," then one project with a minimum duration of four months is acceptable.</p> <p>*new technology is defined as a new software, tool, or technique that has existed for less than one year as of the issuance date of the task authorization.</p>		
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B.1. Business Analyst, Level 3

Mandatory Technical Criteria	Met/ Not Met	Contractor's Response (Cross Reference to Résumé)
<p>MTC1 The Contractor must demonstrate that the proposed resource has a University Degree or College/CEGEP Diploma related to information system management, project management, business, business administration, commerce, computer science, information technology, social sciences, or science from a recognized post-secondary institution. A copy of the degree or diploma must be provided.</p>		
<p>MTC2 The Contractor must demonstrate using projects, that the proposed resource has the minimum number of years of experience specified below for the resource category identified in the Task Authorization (TA).</p> <p>a) Level 3 Resource (maximum of five projects): Ten years within the last fifteen years as of the issuance date of the task authorization.</p> <p>The project(s) must have a minimum duration of six months, and must demonstrate that the resource provided services that are the same or similar to the tasks listed in the Statement of Work, Section 5.1 for the resource category identified in the TA.</p>		
<p>MTC3 The Contractor must demonstrate, using project descriptions, that the proposed resource has demonstrated</p>		

<p>experience in each of the technologies, software, tools and techniques identified in the TA as essential within the last ten years as of the issuance date of the task authorization, as follows:</p> <p>a) Level 3 Resource: A maximum of five projects each with a minimum duration of six months. If the project involved "new technologies," then one project with a minimum duration of four months is acceptable.</p> <p>*new technology is defined as a new software, tool, or technique that has existed for less than one year as of the issuance date of the task authorization.</p>		
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B.2. Business Architect, Level 3

Mandatory Technical Criteria	Met/ Not Met	Contractor's Response (Cross Reference to Résumé)
<p>MTC1 The Contractor must demonstrate that the proposed resource has a University Degree or College/CEGEP Diploma related to information system management, project management, business, business administration, commerce, computer science, information technology, social sciences, or science from a recognized post-secondary institution. A copy of the degree or diploma must be provided.</p>		
<p>MTC2 The Contractor must demonstrate using projects, that the proposed resource has the minimum number of years of experience specified below for the resource category identified in the Task Authorization (TA).</p> <p>a) Level 3 Resource (maximum of five projects): Ten years within the last fifteen years as of the issuance date of the task authorization.</p> <p>The project(s) must have a minimum duration of six months, and must demonstrate that the resource provided services that are the same or similar to the tasks listed in the Statement of Work, Section 5.1 for the resource category identified in the TA.</p>		
<p>MTC3 The Contractor must demonstrate, using project descriptions, that the proposed resource has demonstrated experience in each of the technologies, software, tools and techniques identified in the TA as essential within the last ten years as of the issuance date of the task authorization, as follows:</p> <p>a) Level 3 Resource: A maximum of five projects each with a minimum duration of six months. If the project involved</p>		

<p>"new technologies," then one project with a minimum duration of four months is acceptable.</p> <p>*new technology is defined as a new software, tool, or technique that has existed for less than one year as of the issuance date of the task authorization.</p>		
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B.3. Business Consultant, Level 2 and 3

Mandatory Technical Criteria	Met/ Not Met	Contractor's Response (Cross Reference to Résumé)
<p>MTC1 The Contractor must demonstrate that the proposed resource has a University Degree or College/CEGEP Diploma related to information system management, project management, business, business administration, commerce, computer science, information technology, social sciences, or science from a recognized post-secondary institution. A copy of the degree or diploma must be provided.</p>		
<p>MTC2 The Contractor must demonstrate using projects, that the proposed resource has the minimum number of years of experience specified below for the resource category identified in the Task Authorization (TA).</p> <p>a) Level 2 Resource (maximum of three projects): Five years within the last ten years as of the issuance date of the task authorization.</p> <p>b) Level 3 Resource (maximum of five projects): Ten years within the last fifteen years as of the issuance date of the task authorization.</p> <p>The project(s) must have a minimum duration of six months, and must demonstrate that the resource provided services that are the same or similar to the tasks listed in the Statement of Work, Section 5.1 for the resource category identified in the TA.</p>		
<p>MTC3 The Contractor must demonstrate, using project descriptions, that the proposed resource has demonstrated experience in each of the technologies, software, tools and techniques identified in the TA as essential within the last ten years as of the issuance date of the task authorization, as follows:</p> <p>a) Level 2 Resource: A maximum of three projects each with a minimum duration of six months. If the project involved "new technologies," then one project with a minimum duration of four months is acceptable.</p> <p>b) Level 3 Resource: A maximum of five projects each with a minimum duration of six months. If the project involved</p>		

<p>"new technologies," then one project with a minimum duration of four months is acceptable.</p> <p>*new technology is defined as a new software, tool, or technique that has existed for less than one year as of the issuance date of the task authorization.</p>		
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B.7. Business Transformation Architect, Level 2 and 3

Mandatory Technical Criteria	Met/ Not Met	Contractor's Response (Cross Reference to Résumé)
<p>MTC1 The Contractor must demonstrate that the proposed resource has a University Degree or College/CEGEP Diploma related to information system management, project management, business, business administration, commerce, computer science, information technology, social sciences, or science from a recognized post-secondary institution. A copy of the degree or diploma must be provided.</p>		
<p>MTC2 The Contractor must demonstrate using projects, that the proposed resource has the minimum number of years of experience specified below for the resource category identified in the Task Authorization (TA).</p> <p>a) Level 2 Resource (maximum of three projects): Five years within the last ten years as of the issuance date of the task authorization.</p> <p>b) Level 3 Resource (maximum of five projects): Ten years within the last fifteen years as of the issuance date of the task authorization.</p> <p>The project(s) must have a minimum duration of six months, and must demonstrate that the resource provided services that are the same or similar to the tasks listed in the Statement of Work, Section 5.1 for the resource category identified in the TA.</p>		
<p>MTC3 The Contractor must demonstrate, using project descriptions, that the proposed resource has demonstrated experience in each of the technologies, software, tools and techniques identified in the TA as essential within the last ten years as of the issuance date of the task authorization, as follows:</p> <p>a) Level 2 Resource: A maximum of three projects each with a minimum duration of six months. If the project involved "new technologies," then one project with a minimum duration of four months is acceptable.</p> <p>b) Level 3 Resource: A maximum of five projects each with a minimum duration of six months. If the project involved</p>		

<p>"new technologies," then one project with a minimum duration of four months is acceptable.</p> <p>*new technology is defined as a new software, tool, or technique that has existed for less than one year as of the issuance date of the task authorization.</p>		
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B.9. Courseware Developer, Level 3

Mandatory Technical Criteria	Met/ Not Met	Contractor's Response (Cross Reference to Résumé)
<p>MTC1 The Contractor must demonstrate that the proposed resource has a University Degree or College/CEGEP Diploma related to information system management, project management, business, business administration, commerce, computer science, information technology, social sciences, or science from a recognized post-secondary institution. A copy of the degree or diploma must be provided.</p>		
<p>MTC2 The Contractor must demonstrate using projects, that the proposed resource has the minimum number of years of experience specified below for the resource category identified in the Task Authorization (TA).</p> <p>a) Level 3 Resource (maximum of five projects): Ten years within the last fifteen years as of the issuance date of the task authorization.</p> <p>The project(s) must have a minimum duration of six months, and must demonstrate that the resource provided services that are the same or similar to the tasks listed in the Statement of Work, Section 5.1 for the resource category identified in the TA.</p>		
<p>MTC3 The Contractor must demonstrate, using project descriptions, that the proposed resource has demonstrated experience in each of the technologies, software, tools and techniques identified in the TA as essential within the last ten years as of the issuance date of the task authorization, as follows:</p> <p>a) Level 3 Resource: A maximum of five projects each with a minimum duration of six months. If the project involved "new technologies," then one project with a minimum duration of four months is acceptable.</p> <p>*new technology is defined as a new software, tool, or technique that has existed for less than one year as of the issuance date of the task authorization.</p>		

B.13. Operations Support Specialist, Level 3

Mandatory Technical Criteria	Met/ Not Met	Contractor's Response (Cross Reference to Résumé)
<p>MTC1 The Contractor must demonstrate that the proposed resource has a University Degree or College/CEGEP Diploma related to information system management, project management, business, business administration, commerce, computer science, information technology, social sciences, or science from a recognized post-secondary institution. A copy of the degree or diploma must be provided.</p>		
<p>MTC2 The Contractor must demonstrate using projects, that the proposed resource has the minimum number of years of experience specified below for the resource category identified in the Task Authorization (TA).</p> <p>a) Level 3 Resource (maximum of five projects): Ten years within the last fifteen years as of the issuance date of the task authorization.</p> <p>The project(s) must have a minimum duration of six months, and must demonstrate that the resource provided services that are the same or similar to the tasks listed in the Statement of Work, Section 5.1 for the resource category identified in the TA.</p>		
<p>MTC3 The Contractor must demonstrate, using project descriptions, that the proposed resource has demonstrated experience in each of the technologies, software, tools and techniques identified in the TA as essential within the last ten years as of the issuance date of the task authorization, as follows:</p> <p>a) Level 3 Resource: A maximum of five projects each with a minimum duration of six months. If the project involved "new technologies," then one project with a minimum duration of four months is acceptable.</p> <p>*new technology is defined as a new software, tool, or technique that has existed for less than one year as of the issuance date of the task authorization.</p>		

B.14. Technical Writer, Level 2 and 3

Mandatory Technical Criteria	Met/ Not Met	Contractor's Response (Cross Reference to Résumé)
<p>MTC1 The Contractor must demonstrate that the proposed resource has a University Degree or College/CEGEP Diploma related to information system management, project management, business, business administration, commerce, computer science, information technology, social sciences, or science from a recognized post-secondary institution. A copy of the degree or diploma must be provided.</p>		
<p>MTC2 The Contractor must demonstrate using projects, that the proposed resource has the minimum number of years of experience specified below for the resource category identified in the Task Authorization (TA).</p> <p>a) Level 2 Resource (maximum of three projects): Five years within the last ten years as of the issuance date of the task authorization.</p> <p>b) Level 3 Resource (maximum of five projects): Ten years within the last fifteen years as of the issuance date of the task authorization.</p> <p>The project(s) must have a minimum duration of six months, and must demonstrate that the resource provided services that are the same or similar to the tasks listed in the Statement of Work, Section 5.1 for the resource category identified in the TA.</p>		
<p>MTC3 The Contractor must demonstrate, using project descriptions, that the proposed resource has demonstrated experience in each of the technologies, software, tools and techniques identified in the TA as essential within the last ten years as of the issuance date of the task authorization, as follows:</p> <p>a) Level 2 Resource: A maximum of three projects each with a minimum duration of six months. If the project involved "new technologies," then one project with a minimum duration of four months is acceptable.</p> <p>b) Level 3 Resource: A maximum of five projects each with a minimum duration of six months. If the project involved "new technologies," then one project with a minimum duration of four months is acceptable.</p> <p>*new technology is defined as a new software, tool, or technique that has existed for less than one year as of the issuance date of the task authorization.</p>		

P.1. Change Management Consultant, Level 2 and 3

Mandatory Technical Criteria	Met/ Not Met	Contractor's Response (Cross Reference to Résumé)
<p>MTC1 The Contractor must demonstrate that the proposed resource has a University Degree or College/CEGEP Diploma related to information system management, project management, business, business administration, commerce, computer science, information technology, social sciences, or science from a recognized post-secondary institution. A copy of the degree or diploma must be provided.</p>		
<p>MTC2 The Contractor must demonstrate using projects, that the proposed resource has the minimum number of years of experience specified below for the resource category identified in the Task Authorization (TA).</p> <p>a) Level 2 Resource (maximum of three projects): Five years within the last ten years as of the issuance date of the task authorization.</p> <p>b) Level 3 Resource (maximum of five projects): Ten years within the last fifteen years as of the issuance date of the task authorization.</p> <p>The project(s) must have a minimum duration of six months, and must demonstrate that the resource provided services that are the same or similar to the tasks listed in the Statement of Work, Section 5.1 for the resource category identified in the TA.</p>		
<p>MTC3 The Contractor must demonstrate, using project descriptions, that the proposed resource has demonstrated experience in each of the technologies, software, tools and techniques identified in the TA as essential within the last ten years as of the issuance date of the task authorization, as follows:</p> <p>a) Level 2 Resource: A maximum of three projects each with a minimum duration of six months. If the project involved "new technologies," then one project with a minimum duration of four months is acceptable.</p> <p>b) Level 3 Resource: A maximum of five projects each with a minimum duration of six months. If the project involved "new technologies," then one project with a minimum duration of four months is acceptable.</p> <p>*new technology is defined as a new software, tool, or technique that has existed for less than one year as of the issuance date of the task authorization.</p>		

P.2. Enterprise Architect, Level 2 and 3

Mandatory Technical Criteria	Met/ Not Met	Contractor's Response (Cross Reference to Résumé)
<p>MTC1 The Contractor must demonstrate that the proposed resource has a University Degree or College/CEGEP Diploma related to information system management, project management, business, business administration, commerce, computer science, information technology, social sciences, or science from a recognized post-secondary institution. A copy of the degree or diploma must be provided.</p>		
<p>MTC2 The Contractor must demonstrate using projects, that the proposed resource has the minimum number of years of experience specified below for the resource category identified in the Task Authorization (TA).</p> <p>a) Level 2 Resource (maximum of three projects): Five years within the last ten years as of the issuance date of the task authorization.</p> <p>b) Level 3 Resource (maximum of five projects): Ten years within the last fifteen years as of the issuance date of the task authorization.</p> <p>The project(s) must have a minimum duration of six months, and must demonstrate that the resource provided services that are the same or similar to the tasks listed in the Statement of Work, Section 5.1 for the resource category identified in the TA.</p>		
<p>MTC3 The Contractor must demonstrate, using project descriptions, that the proposed resource has demonstrated experience in each of the technologies, software, tools and techniques identified in the TA as essential within the last ten years as of the issuance date of the task authorization, as follows:</p> <p>a) Level 2 Resource: A maximum of three projects each with a minimum duration of six months. If the project involved "new technologies," then one project with a minimum duration of four months is acceptable.</p> <p>b) Level 3 Resource: A maximum of five projects each with a minimum duration of six months. If the project involved "new technologies," then one project with a minimum duration of four months is acceptable.</p> <p>*new technology is defined as a new software, tool, or technique that has existed for less than one year as of the issuance date of the task authorization.</p>		

P.5. Project Executive, Level 3

Mandatory Technical Criteria	Met/ Not Met	Contractor's Response (Cross Reference to Résumé)
<p>MTC1 The Contractor must demonstrate that the proposed resource has a University Degree or College/CEGEP Diploma related to information system management, project management, business, business administration, commerce, computer science, information technology, social sciences, or science from a recognized post-secondary institution. A copy of the degree or diploma must be provided.</p>		
<p>MTC2 The Contractor must demonstrate using projects, that the proposed resource has the minimum number of years of experience specified below for the resource category identified in the Task Authorization (TA).</p> <p>a) Level 3 Resource (maximum of five projects): Ten years within the last fifteen years as of the issuance date of the task authorization.</p> <p>The project(s) must have a minimum duration of six months, and must demonstrate that the resource provided services that are the same or similar to the tasks listed in the Statement of Work, Section 5.1 for the resource category identified in the TA.</p>		
<p>MTC3 The Contractor must demonstrate, using project descriptions, that the proposed resource has demonstrated experience in each of the technologies, software, tools and techniques identified in the TA as essential within the last ten years as of the issuance date of the task authorization, as follows:</p> <p>a) Level 3 Resource: A maximum of five projects each with a minimum duration of six months. If the project involved "new technologies," then one project with a minimum duration of four months is acceptable.</p> <p>*new technology is defined as a new software, tool, or technique that has existed for less than one year as of the issuance date of the task authorization.</p>		

P.7. Project Coordinator, Level 3

Mandatory Technical Criteria	Met/ Not Met	Contractor's Response (Cross Reference to Résumé)
<p>MTC1 The Contractor must demonstrate that the proposed resource has a University Degree or College/CEGEP Diploma related to information system management, project management, business, business administration, commerce,</p>		

<p>computer science, information technology, social sciences, or science from a recognized post-secondary institution. A copy of the degree or diploma must be provided.</p>		
<p>MTC2 The Contractor must demonstrate using projects, that the proposed resource has the minimum number of years of experience specified below for the resource category identified in the Task Authorization (TA).</p> <p>a) Level 3 Resource (maximum of five projects): Ten years within the last fifteen years as of the issuance date of the task authorization.</p> <p>The project(s) must have a minimum duration of six months, and must demonstrate that the resource provided services that are the same or similar to the tasks listed in the Statement of Work, Section 5.1 for the resource category identified in the TA.</p>		
<p>MTC3 The Contractor must demonstrate, using project descriptions, that the proposed resource has demonstrated experience in each of the technologies, software, tools and techniques identified in the TA as essential within the last ten years as of the issuance date of the task authorization, as follows:</p> <p>a) Level 3 Resource: A maximum of five projects each with a minimum duration of six months. If the project involved "new technologies," then one project with a minimum duration of four months is acceptable.</p> <p>*new technology is defined as a new software, tool, or technique that has existed for less than one year as of the issuance date of the task authorization.</p>		

P.9. Project Manager, Level 2 and 3

Mandatory Technical Criteria	Met/ Not Met	Contractor's Response (Cross Reference to Résumé)
<p>MTC1 The Contractor must demonstrate that the proposed resource has a University Degree or College/CEGEP Diploma related to information system management, project management, business, business administration, commerce, computer science, information technology, social sciences, or science from a recognized post-secondary institution. A copy of the degree or diploma must be provided.</p>		
<p>MTC2 The Contractor must demonstrate using projects, that the proposed resource has the minimum number of years of</p>		

<p>experience specified below for the resource category identified in the Task Authorization (TA).</p> <p>a) Level 2 Resource (maximum of three projects): Five years within the last ten years as of the issuance date of the task authorization.</p> <p>b) Level 3 Resource (maximum of five projects): Ten years within the last fifteen years as of the issuance date of the task authorization.</p> <p>The project(s) must have a minimum duration of six months, and must demonstrate that the resource provided services that are the same or similar to the tasks listed in the Statement of Work, Section 5.1 for the resource category identified in the TA.</p>		
<p>MTC3 The Contractor must demonstrate, using project descriptions, that the proposed resource has demonstrated experience in each of the technologies, software, tools and techniques identified in the TA as essential within the last ten years as of the issuance date of the task authorization, as follows:</p> <p>a) Level 2 Resource: A maximum of three projects each with a minimum duration of six months. If the project involved "new technologies," then one project with a minimum duration of four months is acceptable.</p> <p>b) Level 3 Resource: A maximum of five projects each with a minimum duration of six months. If the project involved "new technologies," then one project with a minimum duration of four months is acceptable.</p> <p>*new technology is defined as a new software, tool, or technique that has existed for less than one year as of the issuance date of the task authorization.</p>		

P.10. Project Scheduler, Level 3

Mandatory Technical Criteria	Met/ Not Met	Contractor's Response (Cross Reference to Résumé)
<p>MTC1 The Contractor must demonstrate that the proposed resource has a University Degree or College/CEGEP Diploma related to information system management, project management, business, business administration, commerce, computer science, information technology, social sciences, or science from a recognized post-secondary institution. A copy of the degree or diploma must be provided.</p>		
<p>MTC2 The Contractor must demonstrate using projects, that the proposed resource has the minimum number of years of</p>		

<p>experience specified below for the resource category identified in the Task Authorization (TA).</p> <p>a) Level 3 Resource (maximum of five projects): Ten years within the last fifteen years as of the issuance date of the task authorization.</p> <p>The project(s) must have a minimum duration of six months, and must demonstrate that the resource provided services that are the same or similar to the tasks listed in the Statement of Work, Section 5.1 for the resource category identified in the TA.</p>		
<p>MTC3 The Contractor must demonstrate, using project descriptions, that the proposed resource has demonstrated experience in each of the technologies, software, tools and techniques identified in the TA as essential within the last ten years as of the issuance date of the task authorization, as follows:</p> <p>a) Level 3 Resource: A maximum of five projects each with a minimum duration of six months. If the project involved "new technologies," then one project with a minimum duration of four months is acceptable.</p> <p>*new technology is defined as a new software, tool, or technique that has existed for less than one year as of the issuance date of the task authorization.</p>		

P.11. Quality Assurance Specialist/Analyst, Level 2 and 3

Mandatory Technical Criteria	Met/ Not Met	Contractor's Response (Cross Reference to Résumé)
<p>MTC1 The Contractor must demonstrate that the proposed resource has a University Degree or College/CEGEP Diploma related to information system management, project management, business, business administration, commerce, computer science, information technology, social sciences, or science from a recognized post-secondary institution. A copy of the degree or diploma must be provided.</p>		
<p>MTC2 The Contractor must demonstrate using projects, that the proposed resource has the minimum number of years of experience specified below for the resource category identified in the Task Authorization (TA).</p> <p>a) Level 2 Resource (maximum of three projects): Five years within the last ten years as of the issuance date of the task authorization.</p>		

<p>b) Level 3 Resource (maximum of five projects): Ten years within the last fifteen years as of the issuance date of the task authorization.</p> <p>The project(s) must have a minimum duration of six months, and must demonstrate that the resource provided services that are the same or similar to the tasks listed in the Statement of Work, Section 5.1 for the resource category identified in the TA.</p>		
<p>MTC3 The Contractor must demonstrate, using project descriptions, that the proposed resource has demonstrated experience in each of the technologies, software, tools and techniques identified in the TA as essential within the last ten years as of the issuance date of the task authorization, as follows:</p> <p>a) Level 2 Resource: A maximum of three projects each with a minimum duration of six months. If the project involved "new technologies," then one project with a minimum duration of four months is acceptable.</p> <p>b) Level 3 Resource: A maximum of five projects each with a minimum duration of six months. If the project involved "new technologies," then one project with a minimum duration of four months is acceptable.</p> <p>*new technology is defined as a new software, tool, or technique that has existed for less than one year as of the issuance date of the task authorization.</p>		

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 [English or Bilingual]

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; or

fluent in both official languages of Canada (French and English). The individual(s) proposed must be able to communicate orally and in writing in French and English without any assistance and with minimal errors.

Print name of authorized individual & sign above

Date

**APPENDIX E TO ANNEX A
NON-DISCLOSURE AGREEMENT**

**for Correctional Service Canada
Task Authorization # ____**

I, _____, recognize that in the course of my work as an employee or subcontractor of _____, I may be given access to information by or on behalf of Canada in connection with the Work, pursuant to Contract Serial No. 21120-227032 between His Majesty the King in right of Canada, represented by the Minister of Public Works and Government Services and _____, including any information that is confidential or proprietary to third parties, and information conceived, developed or produced by the Contractor as part of the Work. For the purposes of this agreement, information includes but not limited to: any documents, instructions, guidelines, data, material, advice or any other information whether received orally, in printed form, recorded electronically, or otherwise and whether or not labeled as proprietary or sensitive, that is disclosed to a person or that a person becomes aware of during the performance of the Contract.

I agree that I will not reproduce, copy, use, divulge, release or disclose, in whole or in part, in whatever way or form any information described above to any person other than a person employed by Canada on a need to know basis. I undertake to safeguard the same and take all necessary and appropriate measures, including those set out in any written or oral instructions issued by Canada, to prevent the disclosure of or access to such information in contravention of this agreement.

I also acknowledge that any information provided to the Contractor by or on behalf of Canada must be used solely for the purpose of the Contract and must remain the property of Canada or a third party, as the case may be.

I agree that the obligation of this agreement will survive the completion of the Contract Serial No.: 21120-227032.

Print Name: _____

Print Telephone Number: _____

Print Name of Employer: _____

Print Title: _____

Date: _____

Signature: _____

ANNEX B
BASIS OF PAYMENT

INITIAL CONTRACT PERIOD

RESOURCE CATEGORIES	FIRM PER DIEM RATES
	INITIAL 3-YEAR CONTRACT PERIOD
A.1 Application/Software Architect, Level 2	\$
A.1 Application/Software Architect, Level 3	\$
A.6 Programmer/Software Developer, Level 2	\$
A.6 Programmer/Software Developer, Level 3	\$
A.7 Programmer/Analyst, Level 2	\$
A.7 Programmer/Analyst, Level 3	\$
A.8 System Analyst, Level 2	\$
A.8 System Analyst, Level 3	\$
A.11 Tester, Level 2	\$
A.11 Tester, Level 3	\$
I.1 Data Conversion Specialist, Level 2	\$
I.1 Data Conversion Specialist, Level 3	\$
I.2 Database Administrator, Level 3	\$
I.4 Database Modeler/Information Management Modeler, Level 2	\$
I.4 Database Modeler/Information Management Modeler, Level 3	\$
I.5 Information Management Architect, Level 3	\$
I.6 Network Analyst, Level 3	\$
I.10 Technical Architect, Level 3	\$
I.11 Technology Architect, Level 2	\$
I.11 Technology Architect, Level 3	\$
B.1 Business Analyst, Level 3	\$
B.2 Business Architect, Level 3	\$
B.3 Business Consultant, Level 2	\$
B.3 Business Consultant, Level 3	\$
B.7 Business Transformation Architect, Level 2	\$
B.7 Business Transformation Architect, Level 3	\$
B.9 Courseware Developer, Level 3	\$
B.13 Operations Support Specialist, Level 3	\$
B.14 Technical Writer, Level 2	\$
B.14 Technical Writer, Level 3	\$
P.1 Change Management Consultant, Level 2	\$
P.1 Change Management Consultant, Level 3	\$
P.2 Enterprise Architect, Level 2	\$
P.2 Enterprise Architect, Level 3	\$
P.5 Project Executive, Level 3	\$
P.7 Project Coordinator, Level 3	\$
P.9 Project Manager, Level 2	\$
P.9 Project Manager, Level 3	\$
P.10 Project Scheduler, Level 3	\$
P.11 Quality Assurance Specialist/Analyst, Level 2	\$
P.11 Quality Assurance Specialist/Analyst, Level 3	\$

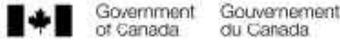
OPTION PERIODS:

RESOURCE CATEGORIES	FIRM PER DIEM RATES	
	Option Period 1 (Year 4)	Option Period 2 (Year 5)
A.1 Application/Software Architect, Level 2	\$	\$
A.1 Application/Software Architect, Level 3	\$	\$
A.6 Programmer/Software Developer, Level 2	\$	\$
A.6 Programmer/Software Developer, Level 3	\$	\$
A.7 Programmer/Analyst, Level 2	\$	\$
A.7 Programmer/Analyst, Level 3	\$	\$
A.8 System Analyst, Level 2	\$	\$
A.8 System Analyst, Level 3	\$	\$
A.11 Tester, Level 2	\$	\$
A.11 Tester, Level 3	\$	\$
I.1 Data Conversion Specialist, Level 2	\$	\$
I.1 Data Conversion Specialist, Level 3	\$	\$
I.2 Database Administrator, Level 3	\$	\$
I.4 Database Modeler/Information Management Modeler, Level 2	\$	\$
I.4 Database Modeler/Information Management Modeler, Level 3	\$	\$
I.5 Information Management Architect, Level 3	\$	\$
I.6 Network Analyst, Level 3	\$	\$
I.10 Technical Architect, Level 3	\$	\$
I.11 Technology Architect, Level 2	\$	\$
I.11 Technology Architect, Level 3	\$	\$
B.1 Business Analyst, Level 3	\$	\$
B.2 Business Architect, Level 3	\$	\$
B.3 Business Consultant, Level 2	\$	\$
B.3 Business Consultant, Level 3	\$	\$
B.7 Business Transformation Architect, Level 2	\$	\$
B.7 Business Transformation Architect, Level 3	\$	\$
B.9 Courseware Developer, Level 3	\$	\$
B.13 Operations Support Specialist, Level 3	\$	\$
B.14 Technical Writer, Level 2	\$	\$
B.14 Technical Writer, Level 3	\$	\$
P.1 Change Management Consultant, Level 2	\$	\$
P.1 Change Management Consultant, Level 3	\$	\$
P.2 Enterprise Architect, Level 2	\$	\$
P.2 Enterprise Architect, Level 3	\$	\$
P.5 Project Executive, Level 3	\$	\$
P.7 Project Coordinator, Level 3	\$	\$
P.9 Project Manager, Level 2	\$	\$
P.9 Project Manager, Level 3	\$	\$
P.10 Project Scheduler, Level 3	\$	\$
P.11 Quality Assurance Specialist/Analyst, Level 2	\$	\$
P.11 Quality Assurance Specialist/Analyst, Level 3	\$	\$

ANNEX C SECURITY REQUIREMENTS CHECK LIST

DSD-NHQ4620
Task authorization:
21120-22-3877032

COMMON-PS-SRCL#6



Contract Number / Numéro du contrat 21120-22-3877032
Security Classification / Classification de sécurité UNCLASSIFIED

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 Correctional Service of Canada	2. Branch or Directorate / Direction générale ou Direction Offender Management System Modernization		
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 <small>Provide skills, methodologies, expertise and capabilities required for technical integration, business analyses, change management, and communications related to CSC's OMS-modernization and other projects, as described in the Statement of Work.</small>			
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 Non	<input type="checkbox"/> Yes 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 Non	<input type="checkbox"/> Yes 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? <small>(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.)</small>	<input type="checkbox"/> No Non	<input checked="" type="checkbox"/> Yes 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 Non	<input type="checkbox"/> Yes 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 Non	<input type="checkbox"/> Yes 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"/>	Restricted to: / Limité à: <input type="checkbox"/>	
Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:	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 <input type="checkbox"/>	PROTECTED A PROTÉGÉ A <input type="checkbox"/>	
PROTECTED B PROTÉGÉ B <input checked="" type="checkbox"/>	NATO NON CLASSIFIÉ <input type="checkbox"/>	PROTECTED B PROTÉGÉ B <input type="checkbox"/>	
PROTECTED C PROTÉGÉ C <input type="checkbox"/>	NATO RESTRICTED NATO DIFFUSION RESTREINTE <input type="checkbox"/>	PROTECTED C PROTÉGÉ C <input type="checkbox"/>	
CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/>	NATO CONFIDENTIAL NATO CONFIDENTIEL <input type="checkbox"/>	CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/>	
SECRET SECRET <input type="checkbox"/>	NATO SECRET NATO SECRET <input type="checkbox"/>	SECRET SECRET <input type="checkbox"/>	
TOP SECRET TRÈS SECRET <input type="checkbox"/>	COSMIC TOP SECRET COSMIC 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"/>	

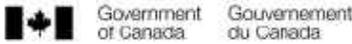
TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité
UNCLASSIFIED



DSD-NHQ4620
Task authorization:
21120-22-3877032

COMMON-PS-SRCL#6



Contract Number / Numéro du contrat 21120-22-3877032
Security Classification / Classification de sécurité UNCLASSIFIED

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: No / Non 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: No / Non 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 FIABILITE	<input type="checkbox"/> CONFIDENTIAL CONFIDENTIEL	<input type="checkbox"/> SECRET SECRET	<input type="checkbox"/> TOP SECRET TRÈS SECRET
<input type="checkbox"/> TOP SECRET – SIGINT TRÈS SECRET – SIGINT	<input type="checkbox"/> NATO CONFIDENTIAL NATO CONFIDENTIEL	<input type="checkbox"/> NATO SECRET NATO SECRET	<input type="checkbox"/> COSMIC TOP SECRET COSMIC TRÈS SECRET
<input type="checkbox"/> SITE ACCESS ACCES AUX EMBLEMES	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.

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? No / Non Yes / Oui
If Yes, will unscreened personnel be escorted?
Dans l'affirmative, le personnel en question sera-t-il escorté? No / Non 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? No / Non 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? No / Non 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? No / Non 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? No / Non 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? No / Non Yes / Oui

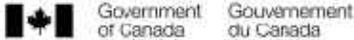
TBS/SCT 350-103(2004/12)

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DSD-NHQ4620
Task authorization:
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COMMON-PS-SRCL#6



Contract Number / Numéro du contrat 21120-22-3877032
Security Classification / Classification de sécurité UNCLASSIFIED

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 TRÈS SECRET	NATO RESTRICTED NATO DIFFUSION RESTREINTE	NATO CONFIDENTIAL NATO CONFIDENTIEL	NATO SECRET	COSMIC TOP SECRET COSMIC TRÈS SECRET	PROTECTED PROTÉGÉ			CONFIDENTIAL	SECRET	TOP SECRET TRÈS SECRET	
											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 indiquer qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).

ANNEX D
INDIGENOUS PARTICIPATION PLAN

Annex D will be inserted at contract award

**ATTACHMENT 3.1
BID SUBMISSION FORM**

BID SUBMISSION FORM		
Bidder's full legal name		
Bidder's Supply Arrangement Number		
Authorized Representative of Bidder for evaluation purposes (e.g., clarifications)	Name	
	Title	
	Address	
	Telephone #	
	Fax #	
	Email	
Authorized Representative of the Bidder for contract purposes: The individual that will be designated as the Contractor's Representative if a contract is awarded as a result of this bid solicitation.	Name	
	Title	
	Telephone #	
	Fax #	
	Email	
Company Security Officer (CSO) contact information:	Name:	
	Title:	
	Address:	
	Telephone #:	
	Fax #:	
	Email:	
Bidder's Procurement Business Number (PBN) [see the Standard Instructions 2003] [Note to Bidders: <i>Please ensure that the PBN you provide matches the legal name under which you have submitted your bid. If it does not, the Bidder will be determined based on the legal name provided, not based on the PBN, and the Bidder will be required to submit the PBN that matches the legal name of the Bidder.</i>]		
Jurisdiction of Contract: Province or territory in Canada the Bidder wishes to be the legal jurisdiction applicable to		

any resulting contract (if other than as specified in solicitation)	
<p>Former Public Servants See the Article in Part 2 of the bid solicitation entitled Former Public Servant for a definition of "Former Public Servant".</p>	<p>Is the Bidder a FPS in receipt of a pension as defined in the bid solicitation? Yes ____ No ____</p> <p>If yes, provide the information required by the Article in Part 2 entitled "Former Public Servant"</p> <hr/> <p>Is the Bidder a FPS who received a lump sum payment under the terms of the Work Force Adjustment Directive? Yes ____ No ____</p> <p>If yes, provide the information required by the Article in Part 2 entitled "Former Public Servant"</p>
<p>Security Clearance Level of Bidder [include both the level and the date it was granted] [Note to Bidders: Please ensure that the security clearance matches the legal name of the Bidder. If it does not, the security clearance is not valid for the Bidder.]</p>	
<p>On behalf of the Bidder, by signing below, I confirm that I have read the entire bid solicitation including the documents incorporated by reference into the bid solicitation and I certify that:</p> <ol style="list-style-type: none"> 1. The Bidder considers itself and its proposed resources able to meet all the mandatory requirements described in the bid solicitation; 2. This bid is valid for the period requested in the bid solicitation; 3. All the information provided in the bid is complete, true and accurate; and 4. If the Bidder is awarded a contract, it will accept all the terms and conditions set out in the resulting contract clauses included in the bid solicitation. 	
<p>Signature of Authorized Representative of Bidder</p>	

ATTACHMENT 3.2

ELECTRONIC PAYMENT INSTRUMENTS

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

() Direct Deposit (Domestic and International);

**ATTACHMENT 4.1
MANDATORY TECHNICAL CRITERIA**

MTC#	Mandatory Technical Criteria	Bidder's Response (Reference to Substantiating Materials Included in Bid)
MTC1	<p>Corporate Experience with Public Safety Organizations</p> <p>1.0 Using two separate projects, the Bidder must demonstrate that it has provided informatics professional services in a *large and complex operation, within ten years of the solicitation publication date.</p> <p>Each identified project** must:</p> <ul style="list-style-type: none"> i. have been delivered to a different organization; ii. demonstrate digital transformation of processes from design to implementation; iii. have an aggregate project value of at least \$25,000,000.00 (Cdn) excluding taxes; and iv. have been completed or have been ongoing for at least six months, in the last ten years as of the publication date of this solicitation. v. have invoiced a minimum of: <ul style="list-style-type: none"> (a) 75% of the total aggregate value of the project (excluding taxes) if the project was completed in the last ten years as of the publication date of this solicitation; or (b) 10% of the total aggregate value of the project (excluding taxes) if the project has been ongoing for at least six months as of the publication date of this solicitation. <p>* A large and complex operation is defined as a project for an organization responsible for matters of public safety and security in at least one of the following:</p> <ul style="list-style-type: none"> a. Criminal justice; b. Corrections; c. Policing; d. Immigration; e. National security and/or intelligence; f. National defence; or g. Border security and/or customs. <p>**Project is defined as a series of tasks that need to be completed in order to reach a specified outcome.</p> <p>The experience of the Bidder, its parent companies, subsidiaries, affiliates or other proposed associated entities of the Bidder will be considered. The</p>	

MTC#	Mandatory Technical Criteria	Bidder's Response (Reference to Substantiating Materials Included in Bid)
	<p>Bidder must demonstrate that this experience will be available to the Bidder and to Canada during the period of the contract.</p> <p>2.0 The Bidder must provide with its bid the following information for each project identified:</p> <ul style="list-style-type: none"> i. Project title; ii. Name of the organization; iii. Start and end date of project (from YYYY-MM to YYYY-MM). iv. Aggregate value of the project excluding taxes (overall cost of the project to the client); v. Description of the project that includes at a minimum: <ul style="list-style-type: none"> a. details of the digital transformation of the processes from design to implementation provided by the Bidder; b. activities performed by the Bidder (or resource(s) as applicable); c. details of how the project meets the definition of a *large and complex operation; d. an explanation of how the project meets articles 1.0 iv. above; and e. a clear statement confirming that a minimum of 10% of the total aggregate value (excluding taxes) of the project has been invoiced. Bidders may be requested by Canada to provide copies of invoices during the bid evaluation process; vi. If the Bidder is using the experience of its parent company, subsidiary, affiliate or other associated entity, then it must: <ul style="list-style-type: none"> a. describe the relationship between the Bidder and the other entity; b. describe how the experience of the other entity will be available to the Bidder and to Canada during the period of the contract; and c. provide a clear statement indicating the Bidder has a letter of agreement, contract or a memorandum of understanding demonstrating the validity of the relationship with the other entity. Bidders may be requested by Canada to provide a copy of the document during the bid evaluation process. <p>3.0 The Bidder must provide the following customer reference contact information for each project identified. If any of the customer contact</p>	

MTC#	Mandatory Technical Criteria	Bidder's Response (Reference to Substantiating Materials Included in Bid)
	<p>information is not submitted, the Contracting Authority will inform the Bidder of a time frame within which to provide the information. Failure to provide the requested information within the time frame provided will render the bid non-responsive.</p> <ul style="list-style-type: none"> i. Name; ii. Title; iii. Email address; and iv. Telephone number. <p>Form 1 is provided to assist bidders in structuring the required information for MTC1. It is the Bidder's responsibility to ensure that sufficient details demonstrating compliance with all of the requirements of this criterion are submitted with the bid.</p>	
MTC2	<p>Experience providing digital services</p> <p>1.0 Using up to five projects, the Bidder must demonstrate its experience providing digital services pertaining to each of the following 10 functional areas (See Statement of Work Articles 4.2 to 4.11 for descriptions), including the assessment, design, integration, and deployment into production. For further clarity, one project can cover more than one functional area.</p> <ul style="list-style-type: none"> 4.2 Project/Programme Management; 4.3 Change Management; 4.4 Training; 4.5 Business and Solution Design; 4.6 System Integration; 4.7 Data Management; 4.8 Infrastructure; 4.9 User Interface Solutions; 4.10 Testing; and 4.11 Ancillary Technologies & Innovation Solutions. <p>Each identified project must:</p> <ul style="list-style-type: none"> i. demonstrate the provision of digital services including the assessment, design, integration, and deployment into production; ii. have an aggregate project value of at least \$5,000,000.00 (Cdn) excluding taxes; and iii. have been completed or have been ongoing for at least six months, in the last five years as of the publication date of this solicitation. <p>The experience of the Bidder, its parent companies, subsidiaries, affiliates or other proposed associated entities of the Bidder will be considered. The</p>	

MTC#	Mandatory Technical Criteria	Bidder's Response (Reference to Substantiating Materials Included in Bid)
	<p>Bidder must demonstrate that this experience will be available to the Bidder and to Canada during the period of the contract.</p> <p>2.0 The Bidder must provide with its bid the following information for each project identified:</p> <ul style="list-style-type: none"> i. Name of client organization; ii. Project Title; iii. Start and end date of project (from YYYY-MM to YYYY-MM); iv. Aggregate value of the project excluding taxes (overall cost of the project to the client); v. Name of the functional area(s) from Statement of Work, Articles 4.2 to 4.11 covered by the identified project; vi. A description of the digital services project that includes at a minimum: <ul style="list-style-type: none"> a. activities performed by the Bidder (or resource(s) as applicable); b. details on the project's digital solution including: <ul style="list-style-type: none"> 1) the assessment; 2) the design; 3) the integration; and 4) the deployment to production c. details demonstrating that the Bidder performed the following activities: <ul style="list-style-type: none"> 1) diagnosed current situation; 2) assessed business requirements; 3) executed an agile approach; 4) developed a solution roadmap; and 5) executed the solution roadmap. <p>Note: The description details must not be a simple copy of information found in the Statement of Work.</p> vii. If the Bidder is using the experience of its parent company, subsidiary, affiliate or other associated entity, then it must: <ul style="list-style-type: none"> a. describe the relationship between the Bidder and the other entity; b. describe how the experience of the other entity will be available to the Bidder and to Canada during the period of the contract; and c. provide a clear statement indicating the Bidder has a letter of agreement, contract or a memorandum of understanding demonstrating the validity of the relationship with the other 	

MTC#	Mandatory Technical Criteria	Bidder's Response (Reference to Substantiating Materials Included in Bid)
	<p>entity. Bidders may be requested by Canada to provide a copy of the document during the bid evaluation process.</p> <p>3.0 The Bidder must provide the following customer reference contact information for each project identified. If any of the customer contact information is not submitted, the Contracting Authority will inform the Bidder of a time frame within which to provide the information. Failure to provide the requested information within the time frame provided will render the bid non-responsive.</p> <ul style="list-style-type: none"> i. Name; ii. Title; iii. Email address; and iv. Telephone number. <p>Form 2 is provided to assist bidders in structuring the required information for MTC2. It is the Bidder's responsibility to ensure that sufficient details demonstrating compliance with all of the requirements of this criterion are submitted with the bid.</p>	
MTC3	<p>Innovation Lab* in Canada</p> <p>1.0 The Bidder must demonstrate that it owns and operates one innovation lab in Canada that is accessible for use on this project. The innovation lab must:</p> <ul style="list-style-type: none"> i. be part of a global network of innovation hubs with functional and industry focus; ii. use a repeatable set of integrated talents, methods and assets under one roof to co-create solutions with clients; and iii. have pre-arranged access to multiple technology and ecosystem partners and has made use of this access to develop solutions to business or government needs. <p>*Innovation lab is defined as location where an organization can perform cutting edge research and incubate new concepts through applied research & development (R&D) projects that have a significant near-term impact on clients business.</p> <p>2.0 The Bidder must provide the following information with its bid for the innovation lab identified:</p> <ul style="list-style-type: none"> i. Name of the innovation lab or project title; ii. Location of the innovation lab in Canada (city and province) iii. Date the innovation lab was implemented (YYYY-MM); 	

MTC#	Mandatory Technical Criteria	Bidder's Response (Reference to Substantiating Materials Included in Bid)
	<p>iv. Name of two client organizations that currently use the innovation lab;</p> <p>v. Description of the innovation lab including details to demonstrate how articles 1.0, i), ii), and iii) above are met;</p> <p>3.0 The Bidder must provide the following customer reference contact information for the innovation lab. If any of the customer contact information is not submitted, the Contracting Authority will inform the Bidder of a timeframe within which to provide the information. Failure to provide the requested information within the timeframe e provided will render the bid non-responsive:</p> <ul style="list-style-type: none"> i. Name; ii. Title; iii. Email address; and iv. Telephone number. <p>Form 3 is provided to assist bidders in structuring the required information for MTC3. It is the Bidder's responsibility to ensure that sufficient details demonstrating compliance with all of the requirements of this criterion are submitted with the bid.</p>	
MTC4	<p>Global Partnerships*</p> <p>The Bidder must demonstrate that it has Global Partnerships* with Oracle and Microsoft by the closing date of this bid solicitation.</p> <p>*Global Partnership is defined as a formal agreement between the subject organizations which provides access to and brings together dedicated professionals from each company with expertise in the specific software.</p> <p>The Bidder must provide the following information for each partnership:</p> <ul style="list-style-type: none"> i. Name of the software company; ii. Name and description of the partnership; iii. Date the partnership was formed (month and year). <p>For MTC4, the experience of the Bidder, its parent companies, subsidiaries, affiliates or other proposed associated entities of the Bidder will be considered. The Bidder must demonstrate that this experience will be available to the Bidder and to Canada during the period of the contract.</p> <p>If the Bidder is using the experience of its parent company, subsidiary, affiliate or other associated entity, then it must:</p> <ul style="list-style-type: none"> a. describe the relationship between the Bidder and the other entity; 	

MTC#	Mandatory Technical Criteria	Bidder's Response (Reference to Substantiating Materials Included in Bid)
	<p>b. describe how the experience of the other entity will be available to the Bidder and to Canada during the period of the contract; and</p> <p>c. Provide a clear statement indicating the Bidder has a letter of agreement, contract or a memorandum of understanding demonstrating the validity of the relationship with the other entity. Bidders may be requested by Canada to provide a copy of the document during the bid evaluation process.</p> <p>Form 4 is provided to assist bidders in structuring the required information for MTC4. It is the Bidder's responsibility to ensure that sufficient details demonstrating compliance with all of the requirements of this criterion are submitted with the bid.</p>	
MTC5	<p>Experience Providing Global Subject Matter Expertise</p> <p>1.0 Using up to two projects, the Bidder must demonstrate experience in providing the services of two global subject matter experts for the following two areas. The same project may be used to meet both sets of requirements.</p> <p>i. A project where the bidder provided a global subject matter expert resource that has:</p> <ul style="list-style-type: none"> a. transformation project experience for public safety organizations* for a minimum of ten years of experience within the last 15 years as of the publication date of this solicitation; and b. performed at least two speaking engagements at national or international conferences on the topic of public safety transformation. <p>ii. A project where the bidder provided a global subject matter expert resource that has:</p> <ul style="list-style-type: none"> a. experience working on enterprise digital transformations for a minimum of ten years of experience within the last 15 years as of the publication date of this solicitation; and b. Performed at least two speaking engagements at national or international conferences on the topic of digital transformation. <p>*A public safety organization is defined as an organization responsible for matters of public safety and security in at least one of the following:</p> <ul style="list-style-type: none"> (a) Criminal justice; (b) Corrections; (c) Policing; (d) Immigration; 	

MTC#	Mandatory Technical Criteria	Bidder's Response (Reference to Substantiating Materials Included in Bid)
	<p>(e) National security and/or intelligence; (f) National defence; or (g) Border security and/or customs.</p> <p>The experience of the Bidder, its parent companies, subsidiaries, affiliates or other proposed associated entities of the Bidder will be considered. The Bidder must demonstrate that this experience will be available to the Bidder and to Canada during the period of the contract.</p> <p>2.0 The Bidder must provide with its bid the following information for article 1.0, i. above:</p> <ul style="list-style-type: none"> i. Project name; ii. First and last name of the global subject matter expert; iii. Name of public safety organization(s) and details on the mandate of the organization(s); iv. Number of years within the last 15 years as of the publication date of this solicitation that the resource provided services related to project transformation for the public safety organization; v. Description of project transformation services provided by the resource for the public safety organization; vi. Description of the resource's two speaking engagements at the national or international conference that includes, at a minimum: <ul style="list-style-type: none"> a. the date of the speaking engagement (YYYY-MM-DD); b. the name of the country that hosted the national or international conference; c. details on how the topic of the speaking engagement meets the definition of a public safety organization*; and d. details on the information the resource presented during the speaking engagement; vii. If the Bidder is using the experience of its parent company, subsidiary, affiliate or other associated entity, then it must: <ul style="list-style-type: none"> a. describe the relationship between the Bidder and the other entity; b. describe how the experience of the other entity will be available to the Bidder and to Canada during the period of the contract; and c. provide a clear statement indicating the Bidder has a letter of agreement, contract or a memorandum of understanding demonstrating the validity of the relationship with the other 	

MTC#	Mandatory Technical Criteria	Bidder's Response (Reference to Substantiating Materials Included in Bid)
	<p>entity. Bidders may be requested by Canada to provide a copy of the document during the bid evaluation process.</p> <p>3.0 The Bidder must provide with its bid the following information for article 1.0, ii. above;</p> <ul style="list-style-type: none"> i. Project name; ii. First and last name of the global subject matter expert; iii. Name of the client organization and details on the mandate of the client organization; iv. Number of years within the last 15 years as of the publication date of this solicitation that the resource provided enterprise digital transformation services for the client organization; v. Description of the enterprise digital transformation services provided by resource for the client organization; vi. Description of the resource's two speaking engagements at the national or international conference that includes at a minimum: <ul style="list-style-type: none"> a. the date of speaking engagement (YYYY-MM-DD); b. the name of the country that hosted the national or international conference; c. details of how the topic of the speaking engagement relates to digital transformation; and d. details on the information the resource presented during the speaking engagement. <p>Form 5 is provided to assist bidders in structuring the required information for MTC5. It is the Bidder's responsibility to ensure that sufficient details demonstrating compliance with all of the requirements of this criterion are submitted with the bid.</p>	
MTC6	<p>Indigenous Participation Plan (IPP)</p> <p>The Bidder must submit an Indigenous Participation Plan with the Bid. The plan must demonstrate that a minimum of 5% of the funds allocated to task authorizations under the resulting contract will be subcontracted to Indigenous business(es).</p> <p>The IPP must include:</p> <ul style="list-style-type: none"> i. details how the Bidder will maximize the use of Indigenous sub-contractor(s) throughout the contract period; ii. details how the Bidder will track and monitor the allocated funds to ensure that a minimum of 5% is subcontracted to Indigenous business(es); 	

MTC#	Mandatory Technical Criteria	Bidder's Response (Reference to Substantiating Materials Included in Bid)
	<p>iii. details of the work to be carried out by Indigenous sub-contractor(s); and</p> <p>iv. details how business with Indigenous sub-contractor(s) will be managed.</p> <p>The IPP will be Annex D of the resulting contract.</p> <p>Indigenous businesses are defined as:</p> <ul style="list-style-type: none"> • 51% owned and controlled by Indigenous person(s) <p>Procurement Strategy for Aboriginal Business (sac-isc.gc.ca)</p> <p>The information listed above for MTC6 should be submitted with the bid using Form 6. If any of the information is not submitted, the Contracting Authority will inform the Bidder of a time frame within which to provide the information. Failure to provide the information listed above within the time frame provided will render the bid non-responsive.</p>	

**ATTACHMENT 4.2
POINT-RATED TECHNICAL CRITERIA**

RTC#	Rated Technical Criteria	Max Points	Points Allocation	Bidder's Response (Reference to Substantiating Materials included in Bid)
RTC1	<p>Corporate Experience with Public Safety Organizations*</p> <p>Above and beyond the projects identified in the Bidder's response to MTC1, points will be allocated for up to four additional projects that meet the requirements described in MTC1.</p> <p>The experience of the Bidder, its parent companies, subsidiaries, affiliates or other proposed associated entities of the Bidder will be considered. The Bidder must demonstrate that this experience will be available to the Bidder and to Canada during the period of the contract.</p> <p>If the Bidder is using the experience of its parent company, subsidiary, affiliate or other associated entity, then it must:</p> <ol style="list-style-type: none"> a. describe the relationship between the Bidder and the other entity; b. describe how the experience of the other entity will be available to the Bidder and to Canada during the period of the contract; and c. provide a clear statement indicating the Bidder has a letter of agreement, contract or a memorandum of understanding demonstrating the validity of the relationship with the other entity. Bidders may be requested by Canada to provide a copy of the document during the bid evaluation process. 	120	<p>Maximum Score: 120 Points</p> <p>Each additional project identified that meets the MTC1 requirements will be awarded 30 points (maximum of four projects). Partial points will not be allocated.</p>	

RTC#	Rated Technical Criteria	Max Points	Points Allocation	Bidder's Response (Reference to Substantiating Materials included in Bid)
	<p>Form 1 is provided to assist bidders in structuring the required information for RTC1. It is the Bidder's responsibility to ensure that sufficient details demonstrating compliance with all of the requirements of this criterion are submitted with the bid.</p>			
<p>RTC2</p>	<p>Experience providing digital services</p> <p>Above and beyond the projects identified in the Bidder's response to MTC2, points will be allocated for one additional project for each of the following functional areas (up to a maximum of four additional projects):</p> <ul style="list-style-type: none"> 4.2 Project/Programme Management; 4.6 System Integration; 4.7 Data Management; and 4.8 Infrastructure. <p>In order for points to be allocated, each project description must meet the requirements described in MTC2.</p> <p>The experience of the Bidder, its parent companies, subsidiaries, affiliates or other proposed associated entities of the Bidder will be considered. The Bidder must demonstrate that this experience will be available to the Bidder and to Canada during the period of the contract.</p> <p>If the Bidder is using the experience of its parent company, subsidiary, affiliate or other associated entity, then it must:</p> <ul style="list-style-type: none"> a. describe the relationship between the Bidder and the other entity; 	<p>80</p>	<p>Maximum Score: 80 Points</p> <p>Each project that meets the MTC2 requirements will be awarded 20 points (maximum of four projects).</p> <p>Points will be allocated once per functional area. Partial points will not be allocated.</p>	

RTC#	Rated Technical Criteria	Max Points	Points Allocation	Bidder's Response (Reference to Substantiating Materials included in Bid)
	<p>b. describe how the experience of the other entity will be available to the Bidder and to Canada during the period of the contract; and</p> <p>c. provide a clear statement indicating the Bidder has a letter of agreement, contract or a memorandum of understanding demonstrating the validity of the relationship with the other entity. Bidders may be requested by Canada to provide a copy of the document during the bid evaluation process.</p> <p>Form 2 is provided to assist bidders in structuring the required information for RTC2. It is the Bidder's responsibility to ensure that sufficient details demonstrating compliance with all of the requirements of this criterion are submitted with the bid.</p>			
RTC3	<p>Bidder's approach The Bidder should clearly describe the approach it will take to provide digital services pertaining to five of the ten functional areas (see Statement of Work articles 4.2 to 4.11 for descriptions) .</p> <p>For each of the five functional areas, the approach described should include the following seven elements:</p> <p>A. Description of the project plan that includes approach to activities, meetings, timelines, and key deliverables that will support the outcome of the work;</p>	105	<p>Maximum: 105 Points</p> <p>Points will be allocated once per functional area, for a maximum of five functional areas.</p> <p>A maximum of 21 points will be allocated per functional area.</p> <p>For each functional area, three points will be allocated per Element if the if the description of the Element is clear, complete, and addresses each point of the Element. Partial points will not be allocated for a given Element.</p> <p>Element A: 3 points</p>	

RTC#	Rated Technical Criteria	Max Points	Points Allocation	Bidder's Response (Reference to Substantiating Materials included in Bid)
	<p>B. Description of the governance, management and coordination approach to support the outcomes;</p> <p>C. Description of the digital enablement methodologies and tools proposed to support the described approach;</p> <p>D. Description of the innovation framework to be leveraged in the project;</p> <p>E. Description of the global practice experience in the areas of digital transformation, analytics and insights, robotic process automation and case management;</p> <p>F. Description of the approach to the development of a roadmap indicating envisioned outcomes, timelines and tools; and</p> <p>G. Description of the stakeholder engagement approach.</p> <p>In order for points to be allocated, the description must be clear, complete, comprehensive, and must address each point of the Element.</p> <p>Form 7 is provided to assist bidders in structuring the required information for RTC3. It is the Bidder's responsibility to ensure that sufficient details demonstrating compliance with all of the requirements of this criterion are submitted with the bid.</p>		<p>Element B: 3 points</p> <p>Element C: 3 points</p> <p>Element D: 3 points</p> <p>Element E: 3 points</p> <p>Element F: 3 points</p> <p>Element G: 3 points</p>	
RTC4	Anti-racism and diversity activities within the Bidder's organization	15	Maximum Score: 15 points	

RTC#	Rated Technical Criteria	Max Points	Points Allocation	Bidder's Response (Reference to Substantiating Materials included in Bid)
	<p>The Bidder should demonstrate they have promoted anti-racism and diversity through the following corporate activities within the organisation:</p> <p>a. The Bidder has internally published policies or commitments on anti-racism and inclusiveness. The Bidder must provide the following with the bid:</p> <ul style="list-style-type: none"> (i) A description of the policy or commitment; and (ii) A copy of the policy or the commitment documents including their effective date. <p>b. The Bidder's employees are mandated to take mandatory training on anti-racism. The Bidder must provide the following with the bid</p> <ul style="list-style-type: none"> (i) A description of the training; (ii) The name of the training course; (iii) The name of the service provider; and (iv) A copy of the course outline (if developed internally). <p>c. The bidder's employees are mandated to take unconscious bias training. The Bidder must provide the following with the bid:</p> <ul style="list-style-type: none"> (i) A description of the training; (ii) The name of the training course; 		<p>3 points for each corporate activity from a. to e. that the bidder has fully described, and has provided the required information and supporting documents. Partial points will not be allocated</p>	

RTC#	Rated Technical Criteria	Max Points	Points Allocation	Bidder's Response (Reference to Substantiating Materials included in Bid)
	<p>(iii) The name of the service provider; and</p> <p>(iv) A copy of the course outline (if developed internally)</p> <p>d. The bidder has publicly available organisational commitments to a diverse workforce. The Bidder must provide the following with the bid:</p> <p>(i) A description of the commitment;</p> <p>(ii) A copy of the commitment documents including their effective date.</p> <p>e. The bidder has developed internal staffing and/or recruitment strategy(ies) to increase representation of underrepresented groups in their workforce. The Bidder must provide the following with the bid:</p> <p>(i) A description of the strategy(ies);</p> <p>(ii) Copies of job postings or other staffing/recruitment documents demonstrating compliance with the criterion.</p> <p>Form 8 is provided to assist bidders in structuring the required information for RTC4. It is the Bidder's responsibility to ensure that sufficient details demonstrating compliance with all of the requirements of this criterion are submitted with the bid.</p>			

Maximum Points Available	320
Minimum Points Required	192
Bidder's Score	

ATTACHMENT 5.1
**FEDERAL CONTRACTORS PROGRAM FOR EMPLOYMENT EQUITY -
CERTIFICATION**

I, the Bidder, by submitting the present information to the Contracting Authority, certify that the information provided is true as of the date indicated below. The certifications provided to Canada are subject to verification at all times. I understand that Canada will declare a bid non-responsive, or will declare a contractor in default, if a certification is found to be untrue, whether during the bid evaluation period or during the contract period. Canada will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply with any request or requirement imposed by Canada may render the bid non-responsive or constitute a default under the Contract.

For further information on the Federal Contractors Program for Employment Equity visit [Employment and Social Development Canada \(ESDC\) - Labour's](#) website.

Date: _____ (YYYY/MM/DD) (If left blank, the date will be deemed to be the bid solicitation closing date.)

Complete both A and B.

A. Check only one of the following:

- A1. The Bidder certifies having no work force in Canada.
 - A2. The Bidder certifies being a public sector employer.
 - A3. The Bidder certifies being a federally regulated employer being subject to the [Employment Equity Act](#).
 - A4. The Bidder certifies having a combined work force in Canada of less than 100 permanent full-time and/or permanent part-time employees.
- A5. The Bidder has a combined workforce in Canada of 100 or more employees; and
- A5.1 The Bidder certifies already having a valid and current [Agreement to Implement Employment Equity](#) (AIEE) in place with ESDC-Labour.

OR

- A5.2 The Bidder certifies having submitted the Agreement to Implement Employment Equity (LAB1168) to ESDC-Labour. As this is a condition to contract award, proceed to completing the form Agreement to Implement Employment Equity (LAB1168), duly signing it, and transmit it to ESDC-Labour.

B. Check only one of the following:

- B1. The Bidder is not a Joint Venture.

OR

- B2. The Bidder is a Joint venture and each member of the Joint Venture must provide the Contracting Authority with a completed annex Federal Contractors Program for Employment Equity - Certification. (Refer to the Joint Venture section of the Standard Instructions).

FORM 1

Form 1 is provided to assist Bidders in structuring the required information for MTC1 and RTC1. Bidders should replicate Form 1 as needed to provide the required information for each project. It is the Bidder's responsibility to ensure that sufficient details demonstrating compliance with all of the requirements of this criterion are submitted with the bid.

FORM 1	
Corporate Experience with Public Safety Organizations	
This form is in response to (check applicable box): <input type="checkbox"/> MTC1 or <input type="checkbox"/> RTC1	
Project title:	
Name of client organization:	
Start and end date of project:	From: _____ (YYYY-MM) To: _____ (YYYY-MM)
Aggregate value of the project excluding taxes (Cdn) (overall cost of the project to the client):	\$
Client reference contact information:	Name:
	Title:
	Email address:
	Telephone number:
Description of the project*	
a. Details of the digital transformation of the processes from design to implementation provided by the Bidder:	
b. Activities performed by the Bidder (or resource(s) as applicable):	
c. Details of how the project meets the definition of a *large and complex operation as defined in MTC1:	
d. Has the project been completed or have been ongoing for at least six months, in the last ten years as of the publication date of this solicitation? <input type="checkbox"/> Yes <input type="checkbox"/> No	
If yes, check applicable: <input type="checkbox"/> The Project was completed in the last ten years; or <input type="checkbox"/> The Project has been ongoing for at least six months.	
e. Total invoiced amount of the aggregate value of the project (excl. taxes) (Cdn):	\$
f. What percentage of the total aggregate value (excl. taxes) of the project does the above amount represent?	%
Provide additional information (if applicable):	
*Note: The description details must not be a simple copy of information found in the Statement of Work.	
Experience of parent company, subsidiary, affiliate or other associated entity	
Is the Bidder using the experience of its parent companies, subsidiaries, affiliates or other proposed associated entities to demonstrate compliance with this criterion? (If yes, provide answers to questions a., b. and c. below) <input type="checkbox"/> Yes <input type="checkbox"/> No	

a. Describe the relationship between the Bidder and the other entity:
b. Describe how the experience of the other entity will be available to the Bidder and to Canada during the period of the contract:
c. Does the Bidder have a letter of agreement, contract or a memorandum of understanding demonstrating the validity of the relationship with the other entity? <input type="checkbox"/> Yes <input type="checkbox"/> No Provide additional information (if applicable):

FORM 2

Form 2 is provided to assist Bidders in structuring the required information for MTC2 and RTC2. Bidders should replicate Form 2 as needed to provide the required information for each project. It is the Bidder's responsibility to ensure that sufficient details demonstrating compliance with all of the requirements of this criterion are submitted with the bid.

FORM 2 Experience providing digital services									
This form is in response to (check applicable box): <input type="checkbox"/> MTC2 or <input type="checkbox"/> RTC2									
Project title:									
Name of client organization:									
Start and end date of project:	From: _____ (YYYY-MM) To: _____ (YYYY-MM)								
Aggregate value of the project excluding taxes (Cdn) (overall cost of the project to the client);	\$								
The client reference contact information:	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; padding: 2px;">Name:</td> <td style="padding: 2px;"></td> </tr> <tr> <td style="padding: 2px;">Title:</td> <td style="padding: 2px;"></td> </tr> <tr> <td style="padding: 2px;">Email address:</td> <td style="padding: 2px;"></td> </tr> <tr> <td style="padding: 2px;">Telephone number:</td> <td style="padding: 2px;"></td> </tr> </table>	Name:		Title:		Email address:		Telephone number:	
Name:									
Title:									
Email address:									
Telephone number:									
Functional Areas covered by the project									
Which functional area(s) from the Statement of Work, Articles 4.2 to 4.11 is (are) covered by this project? Check all that apply:									
<input type="checkbox"/> 4.2 Project/Programme Management <input type="checkbox"/> 4.3 Change Management <input type="checkbox"/> 4.4 Training <input type="checkbox"/> 4.5 Business and Solution Design <input type="checkbox"/> 4.6 System Integration	<input type="checkbox"/> 4.7 Data Management <input type="checkbox"/> 4.8 Infrastructure <input type="checkbox"/> 4.9 User Interface Solutions <input type="checkbox"/> 4.10 Testing <input type="checkbox"/> 4.11 Ancillary Technologies & Innovation Solutions								
Description of the project*									
i. Activities performed by the Bidder (or resource(s) as applicable):									
ii. Details on the project's digital solution including:	1) the assessment; 2) the design; 3) the integration; and 4) the deployment to production								
iii. Details demonstrating that the Bidder performed the following activities:	1) diagnosed current situation; 2) assessed business requirements; 3) executed an agile approach; 4) developed a solution roadmap; and 5) executed the solution roadmap								
*Note: The description details must not be a simple copy of information found in the Statement of Work.									
iv. Has the project been completed or have been ongoing for at least six months, in the last five years as of the publication date of this solicitation? <input type="checkbox"/> Yes <input type="checkbox"/> No									

If yes, check applicable: The Project was completed in the last five years; or
 The Project has been ongoing for at least six months.
Provide additional information (if any):

Experience of parent company, subsidiary, affiliate or other associated entity

Is the Bidder using the experience of its parent companies, subsidiaries, affiliates or other proposed associated entities to demonstrate compliance with this criterion? (If yes, provide answers to questions a., b. and c. below)
 Yes No

a. Describe the relationship between the Bidder and the other entity:

b. Describe how the experience of the other entity will be available to the Bidder and to Canada during the period of the contract:

c. Does the Bidder have a letter of agreement, contract or a memorandum of understanding demonstrating the validity of the relationship with the other entity? Yes No

Provide additional information (if applicable):

FORM 3

Form 3 is provided to assist Bidders in structuring the required information for MTC3. It is the Bidder's responsibility to ensure that sufficient details demonstrating compliance with all of the requirements of this criterion are submitted with the bid.

FORM 3	
Innovation Lab* in Canada	
Name of the innovation lab or project title:	
Location of the innovation lab:	(city and province in Canada)
Date the innovation lab was implemented:	_____ (YYYY-MM)
Name of client organization #1 that currently uses the innovation lab:	
Reference contact information for client organization #1	Name:
	Title:
	Email address:
	Telephone number:
Name of client organization #2 that currently uses the innovation lab:	
Reference contact information for client organization #2	Name:
	Title:
	Email address:
	Telephone number:
Description of the innovation lab	
Describe how is the innovation lab is part of a global network of innovation hubs with functional and industry focus?	
Describe how the innovation lab uses a repeatable set of integrated talents, methods and assets under one roof to co-create solutions with clients:	
Describe how the innovation lab has pre-arranged access to multiple technology and ecosystem partners and has made use of this access to develop solutions to business or government needs:	
<i>*Innovation lab is defined as location where an organization can perform cutting edge research and incubate new concepts through applied research & development (R&D) projects that have a significant near-term impact on clients business.</i>	

FORM 4

Form 4 is provided to assist Bidders in structuring the required information for MTC4. It is the Bidder's responsibility to ensure that sufficient details demonstrating compliance with all of the requirements of this criterion are submitted with the bid.

FORM 4 Global Partnerships*	
i. Global Partnership with Oracle as detailed in MTC4	
Name of the software company that the Bidder has a Global Partnership with:	
Name and description of the partnership:	
Date the partnership was formed :	_____ (YYYY-MM)
Experience of parent company, subsidiary, affiliate or other associated entity	
Is the Bidder using the experience of its parent companies, subsidiaries, affiliates or other proposed associated entities to demonstrate compliance with this criterion? (If yes, provide answers to questions a., b, and c. below: <input type="checkbox"/> Yes <input type="checkbox"/> No	
a. Describe the relationship between the Bidder and the other entity:	
b. Describe how the experience of the other entity will be available to the Bidder and to Canada during the period of the contract:	
c. Does the Bidder have a letter of agreement, contract or a memorandum of understanding demonstrating the validity of the relationship with the other entity? <input type="checkbox"/> Yes <input type="checkbox"/> No Provide additional information (if applicable):	
ii. Global Partnership with Microsoft as detailed in MTC4	
Name of the software company that the Bidder has a Global Partnership with:	
Name and description of the partnership:	
Date the partnership was formed :	_____ (YYYY-MM)
Experience of parent company, subsidiary, affiliate or other associated entity	
Is the Bidder using the experience of its parent companies, subsidiaries, affiliates or other proposed associated entities to demonstrate compliance with this criterion? (If yes, provide answer to questions a. b., and c. below: <input type="checkbox"/> Yes <input type="checkbox"/> No	
a. Describe the relationship between the Bidder and the other entity:	
b. Describe how the experience of the other entity will be available to the Bidder and to Canada during the period of the contract:	
d. Does the Bidder have a letter of agreement, contract or a memorandum of understanding demonstrating the validity of the relationship with the other entity? <input type="checkbox"/> Yes <input type="checkbox"/> No Provide additional information (if applicable):	
<i>*Global Partnership is defined as a formal agreement between the subject organizations which provides access to and brings together dedicated professionals from each company with expertise in the specific software.</i>	

FORM 5

Form 5 is provided to assist Bidders in structuring the required information for MTC5. It is the Bidder's responsibility to ensure that sufficient details demonstrating compliance with all of the requirements of this criterion are submitted with the bid.

FORM 5	
Experience Providing Global Subject Matter Expertise	
A. Global Subject Matter Expert Resource that has transformation project experience for public safety organizations for a minimum of 10 years within the last 15 years as of the publication date of this solicitation as detailed in MTC5, 1.0, article i.	
Project name:	
First and last name of the global subject matter expert:	
Name of public safety organization(s) and details on the mandate of the organization(s):	
Number of years within the past 15 years as of the publication date of this solicitation that the resource provided services related to project transformation for the public safety organization:	
Description of project transformation services provided by the resource for the public safety organization:	
Description of resource's speaking engagement at a national or international conference #1	
a. the date of the speaking engagement	_____ (YYYY-MM-DD)
b. the name of the country that hosted the national or international conference:	
c. details on how the topic of the speaking engagement meets the definition of a public safety organization* as described in MTC5:	
d. details on the information the resource presented during the speaking engagement:	
Description of resource's speaking engagement #1 at a national or international conference #2	
a. the date of the speaking engagement	_____ (YYYY-MM-DD)
b. the name of the country that hosted the national or international conference:	
c. details on how the topic of the speaking engagement meets the definition of a public safety organization* as described in MTC5:	
d. details on the information the resource presented during the speaking engagement:	

FORM 5 (Cont'd)	
Experience Providing Global Subject Matter Expertise	
B. Global Subject Matter Expert Resource that has experience working on enterprise digital transformations for a minimum of 10 years within the last 15 years as of the publication date of this solicitation as detailed in MTC5, 1.0, article ii.	
Project name:	
First and last name of the global subject matter expert:	
Name of the client organization and details on the mandate of the client organization:	
Number of years within the past 15 years as of the publication date of this solicitation that the resource provided enterprise digital transformation services for the client organization:	
Description of the enterprise digital transformation services provided by resource for the client organization:	
Description of the resource's speaking engagement at a national or international conference #1	
a. the date of speaking engagement ;	_____ (YYYY/MM/DD)
b. the name of the country that hosted the national or international conference:	
c. details of how the topic of the speaking engagement relates to digital transformation:	
d. details on the information the resource presented during the speaking engagement:	
Description of the resource's speaking engagement at a national or international conference #2	
a. the date of speaking engagement ;	_____ (YYYY/MM/DD)
b. the name of the country that hosted the national or international conference:	
c. details of how the topic of the speaking engagement relates to digital transformation:	
d. details on the information the resource presented during the speaking engagement:	
Experience of parent company, subsidiary, affiliate or other associated entity	
Is the Bidder using the experience of its parent companies, subsidiaries, affiliates or other proposed associated entities to demonstrate compliance with this criterion? (If yes, provide answers to questions a., b. and c. below) <input type="checkbox"/> Yes <input type="checkbox"/> No	
a. Describe the relationship between the Bidder and the other entity:	
b. Describe how the experience of the other entity will be available to the Bidder and to Canada during the period of the contract:	
c. Does the Bidder have a letter of agreement, contract or a memorandum of understanding demonstrating the validity of the relationship with the other entity? <input type="checkbox"/> Yes <input type="checkbox"/> No Provide additional information (if applicable):	

FORM 6

Form 6 is provided to assist Bidders in structuring the required information for MTC6. It is the Bidder's responsibility to ensure that sufficient details demonstrating compliance with all of the requirements of this criterion are submitted with the bid.

FORM 6 Indigenous Participation Plan (Annex D of the resulting contract)	
An Indigenous Participation Plan that demonstrates that a minimum of 5% of the funds allocated to task authorizations under the resulting contract will be subcontracted to Indigenous business(es). (maximum of 10 pages including text and graphics)	
a.	details how the Bidder will maximize the use of Indigenous sub-contractor(s) throughout the contract period;
b.	details how the Bidder will track and monitor the allocated funds to ensure that a minimum of 5% is subcontracted to Indigenous business(es);
c.	details of the work to be carried out by Indigenous sub-contractor(s);
d.	details how business with Indigenous sub-contractor(s) will be managed:

The IPP will be Annex D of the resulting contract.

FORM 7

Form 7 is provided to assist Bidders in structuring the required information for RTC3. Bidders should replicate Form 7 as needed to provide the required information for each functional area being addressed. It is the Bidder's responsibility to ensure that sufficient details demonstrating compliance with all of the requirements of this criterion are submitted with the bid.

FORM 7 Bidder's Approach	
A clear, complete, comprehensive description of the approach the Bidder will take to provide digital services pertaining to five of the ten functional areas (see Statement of Work articles 4.2 to 4.11 for descriptions) as detailed in RTC3. For each of the five functional areas, the approach described should include the seven elements from A to G below.	
Functional area:	
<input type="checkbox"/> 4.2 Project/Programme Management	<input type="checkbox"/> 4.7 Data Management
<input type="checkbox"/> 4.3 Change Management	<input type="checkbox"/> 4.8 Infrastructure
<input type="checkbox"/> 4.4 Training	<input type="checkbox"/> 4.9 User Interface Solutions
<input type="checkbox"/> 4.5 Business and Solution Design	<input type="checkbox"/> 4.10 Testing
<input type="checkbox"/> 4.6 System Integration	<input type="checkbox"/> 4.11 Ancillary Technologies & Innovation Solutions
A. Description of the project plan that includes approach to activities, meetings, timelines, and key deliverables that will support the outcome of the work:	
B. Description of the governance, management and coordination approach to support the outcomes:	
C. Description of the digital enablement methodologies and tools proposed to support the described approach:	
D. Description of the innovation framework to be leveraged in the project:	
E. Description of the global practice experience in the areas of digital transformation, analytics and insights, robotic process automation and case management:	
F. Description of the approach to the development of a roadmap indicating envisioned outcomes, timelines and tools:	
G. Description of the stakeholder engagement approach:	

FORM 8

Form 8 is provided to assist Bidders in structuring the required information for RTC4. Bidders should replicate Form 8 as needed to provide the required information for RTC4. It is the Bidder's responsibility to ensure that sufficient details demonstrating compliance with all of the requirements of this criterion are submitted with the bid.

FORM 8	
Anti-racism and diversity activities within the Bidder's organization	
Corporate Activity a.	
Internally published policies or commitments on anti-racism and inclusiveness	
(i)	A description of the policy or commitment:
(ii)	A copy of the policy or the commitment documents including their effective date:
Corporate Activity b.	
Mandatory training for employees on anti-racism	
(i)	A description of the training;
(ii)	The name of the training course;
(iii)	The name of the service provider;
(iv)	A copy of the course outline (if developed internally).
Corporate Activity c.	
Mandatory training for employees on unconscious bias	
(i)	A description of the training;
(ii)	The name of the training course;
(iii)	The name of the service provider;
(iv)	A copy of the course outline (if developed internally)
Corporate Activity d.	
Publicly available organisational commitments to a diverse workforce	
(i)	A description of the commitment;
(ii)	A copy of the commitment documents including their effective date.
Corporate Activity e.	
Internal staffing and/or recruitment strategy(ies) to increase representation of underrepresented groups in the workforce	
(i)	A description of the strategy(ies);
(ii)	Copies of job postings or other staffing/recruitment documents demonstrating compliance with the criterion