Task and Solutions Professional Services

High Complexity Bid Solicitation and Resulting Contract (HC)
For over CKFTA Requirements

Request for Proposal (RFP): 01B68-23-2349

FOR THE PROVISION OF

Three (3) Human Resources Specialization for different Category

FOR

Agriculture and Agri-Food Canada (AAFC)d Information System Branch

Proposals must be submitted electronically via email to the Contracting Authority by: November 2nd 2023 @ 12:00pm EDT

Contracting Authority:

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PART 1 - GENERAL INFORMATION

1.1 Introduction

The bid solicitation 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, 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, the Basis of Payment, the Security Requirements Checklist, the Task Authorization Form 572 and any other annexes.

1.2 Summary

Agriculture and Agri-Food Canada requires professional services resources with the experience and skill-sets required to support the human resources requirements of managers and executives within the Information Systems Branch (ISB.) This includes the timely operational support to augment organizational capacity in order to complete necessary Human Resources (HR) planning, staffing and resourcing processes. The resulting contract will provide a Branch-wide contracting vehicle that all ISB Directorates can access to support operational staffing activity on an as-and-when-required basis

Table 1 – Resource Requirements

Resource Categories Required	Level	# of Resources	Evaluated at RFP or TA Stage
1. 1.8 Staffing Consultant	Senior	1	RFP
2. 1.8 Staffing Consultant	Intermediate	1	RFP
1.2 Organizational Design and Classification Consultant	Senior	1	TA
	Total	3	

1.3 Period of the contract

The period of the Contract is from date of Contract to March 31, 2025 inclusive

The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to 3 additional one year period under the same conditions. 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.

Canada may exercise this option at any time by sending a written notice to the Contractor at least _____ calendar days 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.

1.4 Security

There are security requirements associated with this requirement. For additional information, consult Part 6 - Security, Financial and Other Requirements, and Part 7 - Resulting Contract Clauses. For more information on personnel and organization security screening or security clauses, Bidders should refer to the Contract Security Program of Public Works and Government Services Canada (http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html) website

1.5 Deliverable

This bid solicitation is to establish a contract with task authorizations (TA) for the delivery of the requirement detailed in the bid solicitation,

This bid solicitation allows bidders to use the CPC Connect service provided by Canada Post Corporation to transmit their bid electronically. Bidders must refer to Part 2 entitled Bidder Instructions, and Part 3 entitled Bid Preparation Instructions, of the bid solicitation, for further information.

1.6 Debriefings

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

ATTACHMENT 1 TO PART 1, LIST OF SUPPLIERS

This list will not be updated if additional suppliers request copies of the bid solicitation.

All Qualified SA Holders Are Invited.

Only selected TSPS SA Holders currently holding a TSPS SA under the E60ZT-18TSPS series of SAs are invited to compete. SA Holders may not submit a bid in response to this bid solicitation unless they have been invited to do so. However, should an uninvited SA Holder wish to be invited, it may contact the Contracting Authority to request an invitation at any time prior to five business days before the published bid closing date, and an invitation will be made to that SA Holder unless it would not be consistent with the efficient operation of the procurement process. In no circumstance will such an invitation require Canada to extend a bid closing date. The following SA Holders have been initially invited to bid on this requirement.

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 E60ZT-18TSPS series as that joint venture at the time of bid closing in order to submit a bid.

NAME of the Company
7320931 Canada Ltd
Altis Human Resources (Ottawa) Inc.
Archipelago Alliance Inc.
Artemp Personnel Services Inc.
Breckenhill Inc
Cofomo Inc.
CPCS Transcom Limited
Excel Human Resources Inc.
Fast Track Staffing 49 Solutions in joint Venture
Human Resource Ststems Group Ltd
Maverin Business Services Inc.
MGIS Inc.
QMR Staffing Solutions Incorporated
Quallium Corporation
TAG HR The Associates Group Inc.

PART 2 - BIDDER INSTRUCTIONS

2.1 Standard Instructions, Clauses and Conditions

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

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.

The <u>2003</u> 2023-06-08 Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation.

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 Arrangements (RFSA), the Bidder has already provided a list of names, as requested under the <u>Ineligibility and Suspension Policy</u>. During this procurement process, the Bidder must immediately inform Canada in writing of any changes affecting the list of names ".

Subsection 5.4 of 2003, Standard Instructions - Goods or Services - Competitive Requirements, is amended as follows:

Delete: 60 days Insert: 180 days

2.2 Submission of Bids

This bid solicitation allows bidders to use the Canada Post Corporation's (CPC) Connect service provided by Canada Post Corporation to transmit their bid electronically. Bidders **MUST** refer to **Part 3** entitled Bid Preparation Instructions, of the bid solicitation, for further information.

Bids MUST be submitted ONLY By:

Canada Post Corporation's (CPC) Connect service:

Canada Post Corporation's (CPC) Connect service information: Section 08 (2023-06-08) - Transmission by Canada Post Corporation's (CPC) Connect service of document 2003 (2023-06-08) - Standard Instructions - Goods or Services - Competitive Requirements

a. Unless specified otherwise in the bid solicitation, bids may be submitted by using the Connect service provided by Canada Post Corporation.

The only acceptable email address to use with CPC Connect for responses to bid solicitations issued by Agriculture and Agri-Food Canada is: aafc.procbidreceiving-receptiondesoumissionaprov.aac@agr.gc.ca

- b. To submit a bid using CPC Connect service, the Bidder must either:
 - i) send directly its bid only to the specified AAFC Bid Receiving Unit, using its own licensing agreement for CPC Connect provided by Canada Post Corporation; or
 - ii) 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 specified AAFC Bid Receiving Unit requesting to open a CPC Connect conversation. Requests to open a CPC Connect conversation received after that time may not be answered.
- c. If the Bidder sends an email requesting CPC Connect service to the specified AAFC Bid Receiving Unit in the bid solicitation, an officer of the AAFC Bid Receiving Unit will then initiate a CPC Connect conversation. The CPC Connect conversation will create an email notification from Canada Post Corporation prompting the Bidder to access and action the message within the conversation. The Bidder will then be able to transmit its bid afterward at any time prior to the solicitation closing date and time.
- d. If the Bidder is using its own licensing agreement to send its bid, the Bidder must keep the CPC Connect conversation open until at least 30 business days after the solicitation closing date and time.
- e. The bid solicitation number should be identified in the CPC Connect message field of all electronic transfers.
- f. It should be noted that the use of CPC Connect service requires a Canadian mailing address. Should a bidder not have a Canadian mailing address, they may use the AAFC Bid Receiving Unit address specified in the solicitation in order to register for the CPC Connect service.
- g. For bids transmitted by CPC Connect service, Canada will not be responsible for any failure attributable to the transmission or receipt of the bid including, but not limited to, the following:
 - i) receipt of a garbled, corrupted or incomplete bid;
 - ii) availability or condition of the CPC Connect service;
 - iii) incompatibility between the sending and receiving equipment;
 - iv) delay in transmission or receipt of the bid;
 - v) failure of the Bidder to properly identify the bid;
 - vi) illegibility of the bid;
 - vii) security of bid data; or,
 - viii) inability to create an electronic conversation through the CPC Connect service.
- h. AAFC Bid Receiving Unit will send an acknowledgement of the receipt of bid document(s) via the CPC Connect conversation, regardless of whether the conversation was initiated by the supplier using its own license or AAFC Bid Receiving Unit. This acknowledgement will confirm only the receipt of bid document(s) and will not confirm if the attachments may be opened nor if the content is readable.
- i. Bidders must ensure that that they are using the correct email address for the AAFC Bid Receiving Unit when initiating a conversation in CPC Connect or communicating with the AAFC Bid Receiving Unit and should not rely on the accuracy of copying and pasting the email address into the CPC Connect system.
- j. A bid transmitted by CPC Connect service constitutes the formal bid of the Bidder and must be submitted in accordance with section 05.

Bids must be submitted using Canada Post Corporation's (CPC) Connect service to the email address specified below by the date, time and place indicated in the bid solicitation:

aafc.procbidreceiving-receptiondesoumissionaprov.aac@agr.gc.ca

Due to the nature of the bid solicitation, bids transmitted by facsimile or standard mail will not be accepted.

2.3 Former Public Servant

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.

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:

- (a) an individual;
- (b) an individual who has incorporated;
- (c) a partnership made of former public servants; or
- (d) 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 <u>Public Service Superannuation Act (PSSA)</u>, R.S., 1985, c. P-36, and any increases paid pursuant to the <u>Supplementary Retirement Benefits Act</u>, R.S., 1985, c. S-24 as it affects the PSSA. It does not include pensions payable pursuant to the <u>Canadian Forces Superannuation Act</u>, R.S., 1985, c. C-17, the <u>Defence Services Pension Continuation Act</u>, 1970, c. D-3, the <u>Royal Canadian Mounted Police Pension Continuation Act</u>, 1970, c. R-10, and the <u>Royal Canadian Mounted Police Superannuation Act</u>, R.S., 1985, c. R-11, <u>the Members of Parliament Retiring Allowances Act</u>, R.S., 1985, c. M-5, and that portion of pension payable to the <u>Canada Pension Plan Act</u>, R.S., 1985, c. C-8.

Former Public Servant in Receipt of a Pension

As per the above definitions, is the Bidder a FPS in receipt of a pension?

Yes	()
No	()

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

- (a) name of former public servant; and
- (b) 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.

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?

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Yes ( )
No ( )
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If so, the Bidder must provide the following information:

- a) name of former public servant;
- b) conditions of the lump sum payment incentive;
- c) date of termination of employment;
- d) amount of lump sum payment;
- e) rate of pay on which lump sum payment is based;
- f) period of lump sum payment including start date, end date and number of weeks; and
- g) number and amount (professional fees) of other contracts subject to the restrictions of a work force reduction 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.

2.4 Enquiries - Bid Solicitation

All enquiries must be submitted in writing to the Contracting Authority at <u>Julie.mercier@agr.gc.ca</u> no later than 5 calendar days before the bid closing date. Enquiries received after that time may not be answered.

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 to all Bidders. Enquiries not submitted in a form that can be distributed to all Bidders may not be answered by Canada.

2.5 Applicable Laws

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

Bidders may, at their discretion, substitute the applicable laws of a Canadian province or territory of their choice without affecting the validity of their bid, by deleting the name of the Canadian province or territory specified and inserting the name of the Canadian province or territory of their choice. If no change is made, it acknowledges that the applicable laws specified are acceptable to the Bidders.

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 reason for the suggestion. Suggestions that do not restrict the level of competition nor favor a particular bidder will be given consideration provided they are submitted to the Contracting Authority at least 5 days before the bid closing date. Canada will have the right to accept or reject any or all suggestions.

2.7 Bid Challenge and Recourse Mechanisms

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

PART 3 - BID PREPARATION INSTRUCTIONS

3.1 Bid Preparation Instructions

Canada requests that bidders provide their bid in separately bound sections as follows:

Section I: Technical Bid (1 electronic copy) Section II: Financial Bid (1 electronic copy) Section III: Certifications (1 electronic copy)

Section IV: Additional Information (1 electronic copy)

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

3.1.1 Submission of Only One Bid:

- 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.
- b) 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:
 - they are the same legal entity (i.e., the same natural person, corporation, partnership, limited liability partnership, etc.).
 - they are "related persons" or "affiliated persons" according to the Canada Income Tax Act.
 - 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
 - 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.
- c) Individual members of a joint venture cannot participate in another bid, either by submitting a bid alone or by participating in another joint venture..

3.1.2 Joint Venture Experience:

- a) 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.
- b) 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.

c) 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.

d) 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

In their technical bid, Bidders should demonstrate their understanding of the requirements contained in the bid solicitation and explain how they will meet these requirements. Bidders should demonstrate their capability in a thorough, concise and clear manner for carrying out the work.

The technical bid should address clearly and in sufficient depth the points that are subject to the evaluation criteria against which the bid will be evaluated. Simply repeating the statement contained in the bid solicitation is not sufficient. In order to facilitate the evaluation of the bid, Canada requests that Bidders address and present topics in the order of the evaluation criteria under the same headings. To avoid duplication, Bidders may refer to different sections of their bids by identifying the specific paragraph and page number where the subject topic has already been addressed.

Part 4, Evaluation Procedures, contains additional instructions that bidders should consider when preparing their technical bid.

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:
 - the rate bid **MUST** not increase by more than 5% from one time period to the next and
 - 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) 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.

3.4 Section III: Certifications

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

3.5 Section IV: Additional Information

In Section IV of their bid, bidders should provide:

- 1. their legal name;
- 2. their Procurement Business Number (PBN);
- 3. the name of the contact person (provide also this person's mailing address, phone and facsimile numbers and email address) authorized by the Bidder to enter into communications with Canada with regards to their bid, and any contract that may result from their bid;
- 4. for Part 2, article 2.3, Former Public Servant, of the bid solicitation: the required answer to each question; and, if the answer is yes, the required information;
- 5. for Part 6, article 6.1, Security Requirement, of the bid solicitation:
 - for each individual who will require access to classified or protected information, assets or sensitive work sites:
 - the name of the individual;
 - the date of birth of the individual; and
 - if available, information confirming the individual meets the security requirement as indicated in Part 7 Resulting Contract Clauses; and
 - b) for each proposed location of work performance or document safeguarding, the address containing the information below.

Address:

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

3.6 Exchange Rate Fluctuation

C3011T (2013-11-06), Exchange Rate Fluctuation

The requirement does not offer exchange rate fluctuation risk mitigation. Requests for exchange rate fluctuation risk mitigation will not be considered. All bids including such provision will render the bid non-responsive.

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 Canada will evaluate the bids. 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 Interviews: If Canada wishes to interview the Bidder and/or any or all of the resources proposed by the Bidder to fulfill the requirements of the bid solicitation, the Bidder will have 2 working days following notice by the Contracting Authority to make any necessary arrangements (at the Bidder's sole cost) for the interview to take place at a location specified by Canada.
 - (iii) Requests for Further Information: If Canada requires additional information to do any of the following pursuant to the Section entitled "Conduct of Evaluation" in 2003, Standard Instructions Goods or Services Competitive Requirements:
 - Verify any or all information provided by the Bidder in its bid; or
 - Contact any or all references supplied by the Bidder (e.g., references named in the grids of individual resources) to verify and validate any information submitted by the Bidder.

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

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

4.2 Technical Evaluation

a) Mandatory Technical Criteria

Each bid will be reviewed to determine whether it meets the mandatory requirements of the bid solicitation. Any element of the bid solicitation that is identified specifically with the words "must" or "shall" or "mandatory" is a mandatory requirement. Bids that do not comply with every mandatory requirement will be considered non-responsive and be disqualified. The Mandatory evaluation criteria are described in **Attachment 3 and 4 Part 4**.

b) Point-Rated Technical Criteria:

Each bid will be rated by assigning a score to the rated requirements, which are identified in the bid solicitation by the word "rated" or by reference to a score. Bidders who fail to submit complete bids with all the information requested by this bid solicitation will be rated accordingly. The rated requirements are described in **Attachment 3 and 4 Part 4**.

A Technical Proposal Score (out of 70 points), will be computed for each technically responsive Bidder using the following formula:

Actual Score	x 70	Final Score
Maximum Score Attainable	=	70% of Bidders Calculated Score

Example: Given the Bidder has met the minimum threshold for each proposed resources

<u>145</u>	y 70 –	Final Score
160	x 70 =	63.438 out of 70

Note: Scores will be computed to a maximum of three decimal places.

Technically Responsive Proposal:

A technically responsive proposal is a proposal that:

Meets the mandatory requirements and obtains the required minimum points specified in the bid solicitation for the criteria that are subject to point rating.

c) Reference Checks:

- i. If a reference check is performed, Canada will conduct the reference check in writing by e-mail. Canada will send all email reference check requests to contacts supplied by all the Bidders on the same day using the email address provided in the bid. Canada will not award any points unless the response is received within 5 working days of the date that Canada's email was sent.
- ii. Bidder to be notified that customer reference has not responded. 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 24 hours to submit the name of a new contact. That contact will again be given 5 working days to respond once Canada sends its reference check request.
- iii. Wherever information provided by a reference differs from the information supplied by the Bidder, the information supplied by the reference will be the information evaluated.
- iv. Points will not be allocated and/or a Bidder will not meet the mandatory experience requirement (as applicable) if
 - (1) the reference customer states he or she is unable or unwilling to provide the information requested, or
 - (2) the customer reference is not a customer of the Bidder itself (for example, the customer cannot be the customer of 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.

- v. Whether or not to conduct reference checks is discretionary.
- vi. Number of Resources Evaluated: Only a single resource per Resource Category will be evaluated as part of this bid solicitation as identified in Attachment 2 Part 4. Other resources may 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, if not already evaluated, will then be assessed against the criteria identified in the Contract's Statement of Work in accordance with Annex A of this RFP.

Resource Category	Level	Minimum Threshold For Rated Criteria	Maximum Points
1. 1.8 Staffing Consultant	Senior	70%= 70	100
2. 1.8 Staffing Consultant	Intermediate	70% = 42	60
		Total	160

4.3 Financial Evaluation

a. Unless otherwise specified in the RFP, the financial evaluation will be conducted by calculating the Total Bid Price using the Pricing Tables completed by the Bidders **Annex B** The Bidder must provide firm per diem rates for all the categories of personnel being proposed in accordance with the bid solicitation, which will include the entire contract period.

Only the Per Diem Rates of proposals that are technically responsive will be considered.

b. Mandatory Financial Criteria

i. Formulas in Pricing Tables

The Bidder must provide all-inclusive firm per diem rates for the Categories of Personnel being proposed using **Annex B**. 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.

ii. 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 for professional services bid, Canada may, but will have no obligation to, require price support for any rates proposed (either for all or for specific resource categories). Examples of price support that Canada would consider satisfactory include:

A. Documentation (such as billing records) that shows that the Bidder has recently provided and invoiced another customer (with whom the Bidder deals at arm's length) for services similar to the services that would be provided by the relevant resource category, where those services were provided for at least one month and the fees charged are equal to or less than the rate offered to Canada (to protect the privacy of the customer, the Bidder may black out the customer's

- name and personal information on the invoice submitted to Canada);
- B. A signed contract between the Bidder and an individual qualified (based on the qualifications described in this bid solicitation) to provide services under the relevant resource category, where the amount payable under that contract by the Bidder to the resource is equal to or less than the rate bid for that resource category;
- C. A signed contract with a subcontractor who will perform the work under any resulting contract, which provides that the required services will be provided at a rate that is equal to or less than the rate bid for the relevant resource category (and where the resource meets all the qualifications described in this bid solicitation); or
- D. Details regarding the salary paid to and benefits provided to the individuals employed by the Bidder qualified (based on the qualifications described in this bid solicitation) to provide services under the relevant resource category, where the amount of compensation, when converted to a per diem or hourly rate (as applicable), is equal to or less than the rate bid for that resource category.

Once Canada requests substantiation of the rates bid for any resource category, it is the sole responsibility of the Bidder to submit information (either the information described in the examples above, or other information that demonstrates that it will be able to recover its own costs based on the rates it has 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, while, at a minimum, recovering its own costs. Where Canada determines that the information provided by the Bidder does not demonstrate the Bidder's ability to recover its own costs in providing the relevant resource, Canada may declare the bid non-compliant if the rate bid is at least 30% of or lower than the median price bid by compliant Bidders for all years of the resulting contract for the relevant resource(s). Only the Firm Per Diem Rates of proposals that are technically responsive will be considered.

c. Financial Proposal Score

i. The Bidder must provide all-inclusive firm per diem rates for all years of the contract for the **Resource** Category identified in PART 1, using the tables attached at Annex B the Financial evaluation will be conducted only on proposals that are technically responsive by using these rates to calculate the Total Financial Score. Period. Failure to abide with these conditions will result in a proposal being considered non-responsive.

d. Maximum Funding

The Maximum Funding for this requirement is \$ 1,200,000.00 including all optional years period and harmonized taxes are extra.

ii. Financial Evaluation Method 1 - Per Diem Median Rate Evaluation Method

<u>Method 1</u>: The following financial evaluation method will be used if 3 or more bids are determined responsive:

Step 1 – Determining the median brand 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 period and each Resource Category, the median will be determined using the median function in Microsoft Excel.

The bands will be calculated as:

- a) The lower band will be the range that encompasses the median rate to a value of minus ten percent (-10%) of the median; and
- b) The upper band will be the range that encompasses the median rate to a value of plus twenty-five percent (+25%) 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 and for an odd number of technically responsive bids, the middle rate will be used.

Step 2 – Points allocation

For each period and each Resource Category points will be allocated as follows:

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

Lowest proposed firm per diem rate within the median band limits	V	Maximum Points Assigned
Bidder's proposed firm per diem rate	X	in the Table that follows
within the median band limits		

d) A Bidder's proposed firm per diem rate falling within the pre-determined median band limits which is the lowest proposed firm per diem rate will be allocated the applicable maximum points assigned in the following Table A.

Table A - Maximum point assigned

Resource Categories	Initial Period	Opt 1	Opt 2	Opt 3	Total Points
1.8 Staffing Consultant, Senior	20	20	20	20	80
1.8 Staffing Consultant, Intermediate	20	20	20	20	80
1.2 Organizational Design and Classification Consultant, Senior	20	20	20	20	80
Total	60	60	60	60	240

Step 3 - Total 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 total financial score. Bidders will find below an **example** of a financial evaluation using Method 1.

Table B - Example 1 - Financial Evaluation using Method 1

Resource	Points	BIDDER A					BIDDER B				BIDDER C			
Category	Per Period	Initial	Opt 1	Opt 2	Opt 3	Initial	Opt 1	Opt 2	Opt 3	Initial	Opt 1	Opt 2	Opt 3	
SC, Sr.	20	825	825	825	825	800	800	800	1400	875	875	875	875	
SC, Inter.	20	650	650	650	650	600	550	600	1300	675	675	675	675	
OD&CC, Sr	20	800	800	800	800	800	800	800	/800	850	850	850	850	

Total 60

 Example 1 – Method 1 - STEP 1 - Determining the Lower and Upper Bands for each year and each resource category:

Staffing Consultant, Senior

(Medians 1-4) For the Staffing Consultant, Senior Resource Category, for the Initial Contract

Period and Option Periods 1 and 2, medians are \$825.00. The lower median band

limit would be \$742.50, and the upper limit would be \$1,031.25.

Staffing Consultant, Intermediate

(Median 5-8) For the Staffing Consultant, Intermediate Resource Category, for the Initial Contract

Period and Option Periods 1 and 2, medians are \$650.00. The lower median band

limit would be \$585.00, and the upper limit would be \$812.50.

Organizational Design and Classification Consultant, Senior

(Medians 9-12) For the Organizational Design and Classification Consultant, Senior Resource

Category, for the Initial Contract Period and Option Periods 1 and 2, medians are \$800.00. The lower median band limit would be \$720.00, and the upper limit would

be \$1,000.00.

Example 1 - Method 1 - STEP 2 - Points Allocation

Description of the state of the		Distant A	DTO	Diddon D	DTC	Didden O	Lower	Uppe
Resource Category	PTS	Bidder A	PTS	Bidder B	PTS	Bidder C	Limit	r Limit
1.8 Staffing Consultant, Senior	19.3 9	Lowest rate of \$800 Bidders rate of \$825 x 20 pts	20	Lowest rate of \$800 Bidders rate of \$800 x 20 pts	18.2 9	Lowest rate of \$800 Bidders rate of \$875 x 20 pts	742.50	1,03 1.25
1.8 Staffing Consultant, Intermediate	18.4 6	Lowest rate of 650 Bidders rate of \$650 x 20 pts	0	Below Band	17.7 8	Lowest rate of \$650 Bidders rate of \$675 x_20 pts	585.00	812. 50
1.2 Organizational Design and Classification Consultant, Senior	20	Lowest rate of 800 Bidders rate of \$800 x 20 pts	20	Lowest rate of 800 Bidders rate of \$800 x 20 pts	18.8 2	Lowest rate of 800 Bidders rate of \$850 x 20 pts	720.00	1,00 0.00
Initial Period out of 80	57.85		40			54.89		
Option Period 1 out of 80		57.85		40		54.89		
Option Period 2 out of 80		57.85	40			54.89		
Option Period 3 out of 80 57.85		40		54.89				
Total out of 240	231.4		160			219.56		
Total Financial Score out of 30		28.925		20		27.445		

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Example 1 - Method 1 - Financial Proposal Score

three Bidders. Each Bidder's score will then be calculated out of 30 points.

The above is an example. The total financial score for this requirement will be based on 3 resource and

Financial score for this bid	V	20	financial coore	
Maximum financial score	X	30	= financial score	
Bidder A				
231.40	_ x	30	28.925 of 30	
240	^	30	20.323 01 30	
Bidder B				
160	x	30	20.000 out of 30	
240	_ ^		20.000 out of 30	
Bidder C				
219.56	x	20	27.445 out of 30	
240	- 	30	21.445 OUT OF 30	

iii) Financial Evaluation Method 2

<u>Method 2:</u> The following financial evaluation method will be used if **less than 3 bids** are determined responsive:

- **A. 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:

Lowest proposed per diem rate per resource category, per year		Maximum Points Assigned
Bidder's proposed per diem rate per resource category, per year	X	in Table A above

b) The Bidder with the lowest proposed firm per diem will be allocated the applicable maximum points assigned in the Table A above for each resource category and level.

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

Ex

Res	source	Points	BIDDER	Α			BIDD	ER B			BIDDE	ER C		
Cat	egory	Per Period	Initial	Opt 1	Opt 2	Opt 3	Initial	Opt1	Opt2	Opt 3	Initial	Opt 1	Opt2	Opt3
1.	SC, Sr.	20	825	825	825	825	800	800	800	1400	875	875	875	875
2.	SC, Inter.	20	650	650	650	650	600	550	600	1300	675	675	675	675
3.	OD&CC, Sr	20	800	800	800	800	800	800	800	/800	850	850	850	850
То	tal	60												

(i) Example 2 – Method 2 - Point Allocation

(i) Example 2 Method 2 i onit And	cation			(i) Example 2 - Method 2 - Point Anocation						
Resource Category	PTS	Bidder A	PTS	Bidder B						
1.8 Staffing Consultant, Senior	19.39	Lowest rate of \$800 Bidders rate of \$825 x 20 pts	20	Lowest rate of \$800 Bidders rate of \$800 x 20 pts						
1.8 Staffing Consultant, Intermediate	16.92	Lowest rate of 550 Bidders rate of \$650 x 20 pts	20	Lowest rate of \$550 Bidders rate of \$550 x 20 pts						
1.2 Organizational Design and Classification Consultant, Senior	20	Lowest rate of 800 Bidders rate of \$800 x 20 pts	20	Lowest rate of 800 Bidders rate of \$800 x 20 pts						
Initial Period out of 80	56.310		60							
Option Period 1 out of 80		56.310	60							
Option Period 2 out of 80		56.310	60							
Option Period 3 out of 80		56.310		60						
Total out of 240	225.24 240		240							
Total Financial Score out of 30		28.155		30.000						

(ii) Example 2 – Method 2 - Financial Proposal Score

The Financial Proposal Score (out of 30 points) will be computed for each technically responsive Bidder using the following formula:

Score out of 30: Bidder A 225.24 / 240 * 30 = 28.155 out of 30 Score out of 30: Bidder B 240/ 240 * 30 = 30.000 out of 30

4.4 Basis of selection

Bids must comply with the requirements of the bid solicitation and meet all mandatory criteria to be declared responsive. The responsive bids as determined by the established pre-determined selection criteria will be recommended for contract award. Only bids that are deemed technically responsive will proceed to financial evaluation.

a. The Technical and Financial proposals will initially be scored separately. The Overall Proposal Score will be determined by combining the Bidder's Technical Proposal Score and Financial Proposal Score in accordance with the following weights:

Overall Proposal	=	100%
Financial Proposal	=	<u>30%</u>
Technical Proposal	=	70%

The Bidder with the **highest combined technical and financial score for each resource** will be recommended for contract award.

- b. If more than one Bidder is ranked first because of identical overall scores, then the Bidder with the highest technical score will become the top-ranked Bidder.
- c. Bidders should note that all contract awards are subject to Canada's internal approvals process, which includes a requirement to approve funding in the amount of any proposed contract. Despite the Bidder being 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.
- d. Notification of Evaluation Results: All invited SA Holders who respond to a TBIPS RFP will be notified in writing regarding the outcome of the RFP process. This notice will include the following information:
 - i. Solicitation Number:
 - ii. Company name of winning Bidder;
 - iii. Total points scored of winning Bidder (for multiple resource requirements only);
 - iv. Total value of contract awarded.

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ATTACHMENT 1 to PART 4, TSPS FLEXIBLE GRID

Human resources services Stream Flexible Grids

The TSPS Flexible Grids are available on the TSPS website at: http://www.tpsgc-pwgsc.gc.ca/app-acq/spc-cps/aact-tbps-anna-eng.html

In preparing their response, Bidders are encouraged to consult the TSPS **Annex A**: Streams and Categories website at: http://www.tpsgc-pwgsc.gc.ca/app-acq/spc-cps/aact-tbps-anna-eng.html) for additional information (such as Certifications Examples).

1.2 - Organizational design and classification consultant and

1.8 - Staffing Consultant

Evaluation services consultant flexible grid

Levels of expertise

Senior: Minimum 95 pts Intermediate: Minimum 70 pts Junior: Minimum 50 pts

Education to the consultant category

University (PhD, Graduate, Undergraduate, degree): 35 pts

College or CEGEP diploma/certificate: 25 pts

High school diploma: 20 pts

Professional certification

Relevant professional certification: 15 pts

Relevant experience in consultant category

≥1 yrs and <2 yrs: 12 to 23 months—10 pts ≥2 yrs and <4 yrs: 24 to 47 months—20 pts ≥4 yrs and <6 yrs: 48 to 71 months—30 pts ≥6 yrs and <8 yrs: 72-95 months—40 pts ≥8 yrs and <10 yrs: 96-119 months—50 pts

≥10 yrs: 120 + months—60 pts

The certification must be relevant to the field of application. Acceptable certifications include but are not limited to those on the following list. Whether listed or not, it is incumbent upon the supplier to demonstrate the relevance of professional certification(s) to the proposed work.

- Certified Employee Benefit Specialist (CEBS)
- Certified Human Resources Professional (CHRP)
- Project Management Professional (PMP)
- Program Management Professional (PgMP)
- Accreditation in classification in the federal public service context
- Formal training on the federal public service executive classification standard
- Public service commission of Canada (PSC) staffing certification (issued up to Dec. 2005)
- National staffing council certification

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Note: The professional certification must be valid and relevant to the specific consultant category. A maximum of one (1) certification will be awarded points. A copy of any valid certification used to demonstrate experience must be provided in the Bidders' responses

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ATTACHMENT 2 to PART 4, TECHNICAL CRITERIA

- 1. <u>Do not provide résumés</u> for the proposed resources. If <u>résumés</u> are included in your proposal, they will not for used in the evaluation. All projects are to be demonstrated in the grids provided in the column labelled: **Demonstrated Experience.**
- 2. Bidders should note that when completing the grids, AAFC is evaluating for the specific information that demonstrates experience for any given criterion. Pasting the same information in a grid and or template every time the same project is used is not what we are expecting. Only the specific experience for the criterion being evaluated is to be provided.
- 3. Cutting and pasting wording from the RFP into the tables for the proposed resource does not constitute demonstrating the requirement. Experience must be demonstrated by citing specific examples of work performed by the resource that relate to the specific evaluation criteria. If the Bidder's response does not fully demonstrate that the requirement is met by the project cited, then the project experience will not be considered.
- 4. **Each project** provided to demonstrate experience of a proposed resource in response to the evaluation criteria <u>must</u> include the following information or the project will not be considered:
 - a) The name of the client organization and project;
 - b) The position of the resource on the project;
 - c) The timeframe that the resource was assigned to the project, i.e., beginning and end date (month/year) and total duration (years and /or months); and
 - d) A description of the resource's role on the project and any other pertinent information which provides greater understanding of the candidate's qualifications and experience.
- 5. Demonstrated projects <u>must</u> be a minimum of three (3) months for all resource categories and levels (unless otherwise indicated in the criteria). Project equivalencies may be used up to a maximum of two (2) equivalencies per project. For example, a project of eight (8) months in length is equivalent to two (2) project; and a project of 24 months in length is equivalent to two (2) projects.
- 6. AAFC reserves the right to verify any information provided by the Bidder in response to the mandatory and point-rated requirements This will be done by contacting the client contact, using the contact information provided by the Bidder, and providing the client with a copy of the information submitted by the Bidder (applicable to that specific client only) for independent verification. If verification is required for a project for which AAFC does not have the contact information, the Bidder will be requested to provide this information during the evaluation process.
- 7. The same project can be referenced and evaluated against multiple mandatory and point rated criteria providing the project description and the reference confirms qualification against each element required within each referenced criterion.
- 8. Only educational programs that were successfully completed by the resource by the time of bid closing will be considered.
- 7. For requirements relating to professional designations, certifications, or membership, the resource must have the required designation, certification or membership by the time of bid closing and must continue, where applicable, to be a member in good standing of the profession's governing body throughout the evaluation and Contract Period.
- 8. For work experience, experience gained as part of an educational program, except for experience gained through a formal co-operative program at a post-secondary institution, will not be considered.
- 9. When a maximum number of projects is indicated (e.g., max 2), only the number indicated will be scored. If the Bidder provides more than requested. Projects will be scored in the order they appear in the proposal (e.g., the first two).
- 10. Overlapping time-periods will not be doubled counted. For example; project #1: Jan 2007 November 2009 (11 months) and project #2: October 2009 March 2009 (6 months), total experience = 15 months.
- 11. Canada may, at any time during the solicitation evaluation, request additional client contact information to enable verification of the information provided by the Bidder. AAFC reserves the right

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to verify any information provided in the mandatory and point rated tables. This will be done by contacting the client contact using the contact information provided by the Bidder and providing this to the client. The client will then be asked to verify the information. If this information is not available in the proposal document, the Contract Authority will contact the Bidder for the required information.

Proposed resources who do not meet all of the mandatory evaluation criteria or do not attain the thresholds for the point rated criteria will be given no further consideration.

ATTACHMENT 3 to PART 4 – Staffing Consultant Mandatory and rated Criteria

Mandatory Evaluation Criteria

Please ensure that Bidder Instructions (above) are followed. Demonstrated projects must be a minimum of three (3) months in duration.

TABLE 1 - Mandatory Criteria: Staffing Consultant, Senior

Pro	S Category: Staffing Consultant, Senior posed Resource Name: << <u>Insert Bidder</u>	Met/Not Met	Demonstrated Compliance
	Mandatory Criteria		
M1	The Bidder <u>must</u> demonstrate that the proposed resource has experience on four (4) projects providing advice and guidance for: i. Different types of merit criteria/ qualifications; ii. Appropriate sequencing and application of merit criteria; and iii. Staffing and recruitment challenges	□ NO □ YES	
M 2	Using the Client Reference Template provided at Attachment 5, the Bidder must provide two (2) Client Project references. These references must: i. Be from two (2) different projects; ii. Have been completed in the last five (5) years; iii. Demonstrate experience in the following; a. Development of Statements of Merit Criteria, b. Development of posters, and c. Implementation of assessment process, resulting in in the successful identification of a candidate or establishment of a pool of qualified candidates. iv. Be a reference from the client organization and not a contracted consultant.	□ NO □ YES	

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TABLE 2 - Mandatory Criteria: Staffing Consultant, Intermediate

Inter Prop	S Category: Staffing Consultant, mediate oosed Resource Name: < <insert bidder<br="">e>></insert>	Met/Not Met	Demonstrated Compliance
	Mandatory Criteria		
M 1	The Bidder must demonstrate that the proposed resource has experience on three (3) projects providing advice and guidance for: i. Different types of merit criteria/ qualifications; ii. Appropriate sequencing and application of merit criteria; and iii. Staffing and recruitment challenges.	□ NO □ YES	
M2	Using the Client Reference Template provided Attachement 5, the Bidder must provide two (2) Client Project references. These references must: i. Be from two (2) different projects; ii. Have been completed in the last five (5) years; iii. Demonstrate experience in the following; a. Development of Statements of Merit Criteria, b. Development of posters, and c. Implementation of assessment process, resulting in in the successful identification of a candidate or establishment of a pool of qualified candidates. iv. Be a reference from the client organization and not a contracted consultant.	□ NO □ YES	

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AAFC

Table 3 - Point Rated Criteria: Staffing Consultant, Senior

Pro	S Category: Staffing Consultant, Senior bosed Resource Name: << Insert Bidder 1e>>	Demonstrated Experience	Max Points
	Point Rated Criteria		
R1	The Bidder <i>should</i> demonstrate that the proposed resource has experience managing multiple, concurrent, and often overlapping staffing processes, including the following activities: i. Preparing assessment materials for candidate assessments; <i>(2 points)</i> ii. Conducting interviews and reference checks; <i>(2 points)</i> and iii. Assessing written exams. <i>(1 point)</i> Evaluation Grid: The Bidder will be awarded up to five (5) points for each project (max 4) for fully and clearly demonstrating the above criteria. Points will be awarded as indicated above. Note: The Bidder must demonstrate that multiple activities (i-iii) were conducted concurrently across two (2) separate staffing initiatives.		20
R2	In addition to the projects in M2, The Bidder should demonstrate that the proposed resource has experience providing staffing support to staffing processes, including the following activities: i. Preparing a Statement of Merit Criteria (SOMC); (1 point) ii. Preparing posters and advertising tools; (1 point) iii. Preparing assessment tools (i.e., Master rating Guide); (1 point) iv. Marking exams; and (1 point) v. Conducting interviews and reference checks. (1 point) Evaluation Grid: The Bidder will be awarded up to five (5) points for each project (max 3) for fully and clearly demonstrating the above criteria. Points will be awarded as indicated above.		15
R3	The Bidder should demonstrate that the proposed resource has experience: i. Providing advice on the effectiveness ii. of assessment instruments; and (2.5 points)		15

Pro	S Category: Staffing Consultant, Senior cosed Resource Name: << Insert Bidder ne>>	Demonstrated Experience	Max Points
	Point Rated Criteria		
	iii. Assisting in development or choice of proper instruments. <i>(2.5 points)</i>		
	Evaluation Grid: The Bidder will be awarded up to five (5) points for each project (max 3) for fully and clearly demonstrating the above criteria. Points will be awarded as indicated above.		
	The Bidder should demonstrate that the proposed resource has experience planning, developing, coordinating, and administrating various staffing and staffing related initiatives, including:		
R4	 i. Collective staffing; and (2.5 points) ii. Specific targeted Recruitment initiatives. (2.5 points) 		20
	Evaluation Grid: The Bidder will be awarded up to five (5) points for each project (max 4) for fully and clearly demonstrating the above criteria. Points will be awarded as indicated above.		
	The Bidder should demonstrate that the proposed resource has experience providing advice and guidance to senior management (director level or above) on planning and staffing strategies under the Public Service Employment Act (PSEA).		
R5	Evaluation Grid: The Bidder will be awarded up to five (5) points for each strategy (max 4) that was implemented by senior management. The planning/staffing strategy must be clearly outlined in detail.		20
	Note: Multiple projects can be used to demonstrate the above criteria.		
R6	The proposed resource is bilingual. Bilingual is defined as fluent in speaking, writing and reading both French and English.		10
	Evaluation Grid: The Bidder will be awarded up to ten (10) points for proposing a bilingual resource.		10
		Maximum Value	100
Mini	mum Threshold Requirement 70% = 70 points		

ATTACHMENT 4 to PART 4 – Organizational Design and Classification Consultant, Senior Mandatory and rated Criteria

TABLE 1- Mandatory Criteria: Organizational Design and Classification Consultant, Senior

TSPS Category: Organizational Design and Classification Consultant, Senior Proposed Resource Name: < <insert bidder="" name="">></insert>		Met/Not Met	Demonstrated Compliance
	Mandatory Criteria		
M 1	Using the Client Reference Attachment 5 provided Table 1, the Bidder must provide two (2) Client Project references. These references must: i. Be from two (2) different projects; ii. Have been completed in the last five (5) years; iii. Demonstrate organizational design and classification for a GC department or agency; iv. Include the development of organizational design or classification plans; and v. Be a reference from the client organization and not a contracted consultant.	□ NO □ YES	

TABLE 2- Point-Rated Criteria: Organizational Design and Classification Consultant, Senior

Clas Pro	S Category: Organizational Design and sification Consultant, Senior posed Resource Name: < <insert bidder="" ne="">></insert>	Demonstrated Experience	Max Points
	Point Rated Criteria		
R1	The Bidder <i>should</i> demonstrate that the proposed resource has experience developing and implementing strategic HR plans, including: i. Outlining the business context; <i>(2 points)</i> ii. Analyzing external and internal factors that could have an impact on the workforce; <i>(2 points)</i> iii. Providing a snapshot of the demographic profile of a directorate's workforce; and <i>(2 points)</i> iv. Identifying HR strategic priorities that aim to address existing gaps to help achieve business goals and provided an action plan and way forward to achieve the objectives. <i>(4 points)</i> Evaluation Grid: The Bidder will be awarded up to ten (10) points for each project (max 2 for fully and clearly demonstrating the above criteria. Points will be awarded as indicated above.		20
R2	The Bidder <i>should</i> demonstrate that the proposed resource has experience: i. Developing job descriptions; (1 point) ii. Identifying areas in an organization for redesign; (1 point) iii. Identifying potential solutions; (1 point) iv. Providing trade off information; and (1 point) v. Recommending and successfully deploying a course of action. (1 point) Evaluation Grid: The Bidder will be awarded up to five (5) points for each project (max 4) for fully and clearly demonstrating the above criteria. Points will be awarded as indicated above.		20
R3	The Bidder <i>should</i> demonstrate that the proposed resource has experience: i. Coaching/mentoring managers on implementing all phases of the classification process; <i>(5 points)</i> Evaluation Grid: The Bidder will be awarded up to five (5) points for each project (max 2 for fully		10

Clas Pro	S Category: Organizational Design and sification Consultant, Senior posed Resource Name: < <insert bidder<="" th=""><th>Demonstrated Experience</th><th>Max Points</th></insert>	Demonstrated Experience	Max Points
	Point Rated Criteria		
	and clearly demonstrating the above criteria. Points will be awarded as indicated above.		
R4	The proposed resource is bilingual. Bilingual is defined as fluent in speaking, writing and reading both French and English.		10
	Evaluation Grid: The Bidder will be awarded up to ten (10) points for proposing a bilingual resource.		
		Maximum Value	60
Min	imum Threshold Requirement 70% = 42 points		

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ATTACHMENT 5 to PART 4 – Client Reference Template

Replicate this template for each mandatory client reference project for each resource proposed. Each project reference <u>must</u> have been completed within the last five (5) years.

TABLE 1- Client Reference Template

		Project Refere << Insert Resource			el>>					
	dder me	< <insert bidder="" name="">></insert>	Resource Name	< <insert name="" of="" proposed="" resource="">></insert>						
2	Pro	pject Title								
	Cli	ent Organization Name								
\ \frac{2}{2}	Client Address									
1	Client Organization Name Client Address Client Contact Name Title Telephone No.									
<u> </u>	Title									
9	Telephone No.									
ر	Em	nail Address								
1.	Project	description								
2.	Project mm/yy	start and end date (mm/yyyy to yy)								
3.		start and end date (mm/yyyy to yy) of the resource on the project								
4.		ference project was completed in the e (5) years			No		Yes			
5.	activitie	otion of the resources' specific tasks, es and/or deliverables on the project demonstrate the requested criteria	Provide des	cript	ion:					
6.	The pro	oject was HR Consulting Services			No		Yes			
7.		reference <u>contact is a resource from</u> ent organization and not a contracted tant			No		Yes			

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PART 5 – CERTIFICATIONS AND ADDITIONAL INFORMATION

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

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

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

5.1 Certifications Required with the Bid

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

5.2 Integrity Provisions - Declaration of Convicted Offences

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

5.3 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 specified will render the bid non-responsive.

5.4 Security Requirements – Required Documentation

In accordance with the <u>requirements of the Contract Security Program</u> of Public Works and Government Services Canada (http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html), the Bidder must provide a completed Contract Security Program Application for Registration (AFR) form to be given further consideration in the procurement process.

Bidders are reminded to obtain the required security clearance and, as applicable, security capabilities promptly. As indicated above, bidders who do not provide all the required information at bid closing will be given the opportunity to complete any missing information from the AFR form within a period set by the Contracting Authority. If that information is not provided within the timeframe established by the Contracting Authority (including any extension granted by the Contracting Authority in its discretion), or if Canada requires further information from the Bidder in connection with assessing the request for security clearance (i.e., information not required by the AFR form), the Bidder will be required to submit that information within the time period established by the Contracting Authority, which will not be less than 48 hours. If, at any time, the Bidder fails to provide the required information within the timeframe established by the Contracting Authority, its bid will be declared non-compliant.

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5.5 Status and Availability of Resources

The Bidder certifies that, should it be awarded a contract as a result of the bid solicitation, every individual proposed in its bid will be available to perform the Work as required by Canada's representatives and at the time specified in the bid solicitation or agreed to with Canada's representatives. If for reasons beyond its control, the Bidder is unable to provide the services of an individual named in its bid, the Bidder may propose a substitute with similar qualifications and experience. The Bidder must advise the Contracting Authority of the reason for the substitution and provide the name, qualifications and experience of the proposed replacement. For the purposes of this clause, only the following reasons will be considered as beyond the control of the Bidder: death, sickness, maternity and parental leave, retirement, resignation, dismissal for cause or termination of an agreement for default.

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

5.6 Education and Experience

Compliance with the certifications provided by the Contractor in its bid is a condition of the Contract and subject to verification by Canada during the term of the Contract. If the Contractor does not comply with any certification or it is determined that any certification made by the Contractor in its bid is untrue, whether made knowingly or unknowingly, Canada has the right, pursuant to the default provision of the Contract, to terminate the Contract for default.

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PART 6 - SECURITY, FINANCIAL AND OTHER REQUIREMENTS

6.1 Security Requirements

- 1. Before award of a contract, the following conditions must be met:
 - the Bidder must hold a valid organization security clearance as indicated in Part 7 Resulting Contract Clauses;
- 2. For additional information on security requirements, Bidders should refer to the <u>Contract Security Program</u> of Public Works and Government Services Canada (http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html) website.

PART 7 - RESULTING CONTRACT CLAUSES

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

7.1 Statement of Work

The Contractor must perform the Work in accordance with the Statement of Work in Annex A.

7.2 Task Authorization

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.

7.2.1 Task Authorization Process

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.

With respect to the Work mentioned under paragraph 7.2.1 of this clause,

- 1. The Business Owner will provide the Contractor with a description of the task using the Task Authorization Form specified in **Annex D**.
- 2. The Task Authorization (TA) will contain
 - the details of the activities to be performed,
 - a description of the deliverables, and a schedule indicating completion dates for the major activities or
 - submission dates for the deliverables.
 - the Contract security requirements applicable to the task or revised task;
 - the Contract basis (bases) of payment applicable to the task or revised task; and
 - the Contract method(s) of payment applicable to the task or revised

The TA will also include the applicable basis(bases) and methods of payment as specified in the Contract.

- 3. The Contractor must provide the Business Owner within 2 calendar days of its receipt, the proposed total estimated cost for performing the task and a breakdown of that cost, established in accordance with the Basis of Payment specified in the Contract.
- 4. The Contractor must not commence work until a TA authorized by the Business Owner has been received by the Contractor. The Contractor acknowledges that any work performed before a TA has been received will be done at the Contractor's own risk.

7.2.2 Task Authorization Limit

The Business Owner may authorize individual task authorizations up to a limit of \$______, Applicable Taxes included, inclusive of any revisions.

Any task authorization to be issued in excess of that limit must be authorized by the **Contracting Authority** before issuance.

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7.2.3 Minimum Work Guarantee - All the Work - Task Authorizations

1. In this clause,

Maximum Contract Value: means the amount specified in the "Limitation of Expenditure"

clause set out in the Contract; and

Minimum Contract Value: means 5%

2. 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 paragraph 3. 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.

- 3. In the event that Canada does not request work in the amount of the Minimum Contract Value during the period of the Contract, Canada must pay the Contractor the difference between the Minimum Contract Value and the total cost of the Work requested.
- 4. Canada will have no obligation to the Contractor under this clause if Canada terminates the Contract in whole or in part for default.

7.3 Standard Clauses and Conditions

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

7.3.1 General Conditions

2035(2022-12-01), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

7.4 Security Requirements

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

- 1. The contractor/offeror personnel requiring access to sensitive work site(s) must **each** hold a valid **reliability status**, granted or approved by AAFC;
- The contractor and/or its employees MUST NOT have access to PROTECTED and/or CLASSIFIED information or assets;
- 3. The contractor and/or its employees MUST NOT remove any PROTECTED and/or CLASSIFIED information or assets from the identified work site(s);
- 4. The contractor and/or its employees MUST NOT use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data;
- 5. Subcontracts which contain security requirements are **not** to be awarded without the prior written permission of the AAFC; and
- 6. The contractor/offeror must comply with the provisions of the: Security Requirements Check List.

7.4 Term of Contract

7.4.1 Period of the Contract

The period of the Contract is from date of Contract to March 31st, 2025 inclusive.

7.4.2 Option to Extend the Contract

The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to 3 additional one year periods under the same conditions. 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.

Canada may exercise this option at any time by sending a written notice to the Contractor at least 30 calendar days 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.

7.4.4 Comprehensive Land Claims Agreements (CLCAs)

The Contract is subject to the following Comprehensive Land Claims Agreement(s):

-CFTA

The Contract is not to be used for deliveries within a Comprehensive Land Claims Settlement Area (CLCSA). All requirements for delivery within a CLCSA are to be processed individually.

7.5 Authorities

7.5.1 Contracting Authority

The Contracting Authority for the Contract is:

Julie Mercier Contract Specialist Agriculture and Agri-Food Canada Corporate Management Branch Phone: (514) 248-4599 Facsimile: (613) 773-0966

Julie.mercier@agr.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.

7.5.2 Business Owner

The Business Owner for the Contract is:

Name:		
Title:	_	
Organization:		_
Address:		
Telephone:		
Facsimile:	-	
F-mail address:		

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The Business Owner 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 Business Owner 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.

7.5.3 Technical Authority

Name:			
Title <i>:</i>	_		
Organization:		 	
Address:			
Telephone:			_
Facsimile:		 	_
E-mail address:			

The Technical Authority for the Contract is:

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 Business Owner, 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.

7.5.4 Contractor's Representative

To be insert with the awarded contract.

7.6 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 websites as part of the published proactive disclosure reports, in accordance with Contracting Policy Notice: 2019-01 of the Treasury Board Secretariat of Canada.

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.

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:

- a) an individual;
- b) an individual who has incorporated;
- c) a partnership made of former public servants; or
- d) a sole proprietorship or entity where the affected individual has a controlling or major interest in the entity.

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"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.

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: a.name of former public servant;

b.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: 2019-01 and the Guidelines on the Proactive Disclosure of Contracts.

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:

- a) name of former public servant;
- b) conditions of the lump sum payment incentive;
- c) date of termination of employment;
- d) amount of lump sum payment;
- e) rate of pay on which lump sum payment is based;
- f) period of lump sum payment including start date, end date and number of weeks;
- g) number and amount (professional fees) of other contracts subject to the restrictions of a work force adjustment program.

7.7 Payment

7.7.1 Basis of Payment

The Contractor will be paid for the Work specified in the authorized task authorization, in accordance with the Basis of payment at **Annex B**.

Canada's liability to the Contractor under the authorized task authorization must not exceed the limitation of expenditure specified in the authorized task authorization. Custom duties are included and Applicable Taxes are extra.

No increase in the liability of Canada or in the price of the Work specified in the authorized task authorization resulting from any design changes, modifications or interpretations of the Work will be authorized or paid

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to the Contractor unless these design changes, modifications or interpretations have been authorized, in writing, by the Contracting Authority before their incorporation into the Work.

7.7.2 Limitation of Expenditure - Cumulative Total of all Task Authorizations

- 1. Canada's total liability to the Contractor under the Contract for all authorized Task Authorizations (TAs), inclusive of any revisions, must not exceed the sum of \$ ______. Customs duties are included and Applicable Taxes are extra.
- 2. 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.
- 3. 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) four (4) months before the contract expiry date, or
 - 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.
- 4. If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority, a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

7.8 Invoicing Instructions

Electronic Payment of Invoices

The Contractor accepts to be paid using Direct Deposit (Domestic and International) – See direct deposit form at **Annex E**

Instructions

Each complete invoice MUST be submitted in link with a Task Authorization to the Technical Authority for verification and payment.

7.9 Certifications - Compliance

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

7.10 Applicable Laws

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

7.11 Priority of Documents

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

a) the Articles of Agreement;

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- b) the general conditions 2035(2022-12-01) General Conditions Higher Complexity Services, apply to and form part of the Contract.
- c) Annex A, Statement of Work;
- d) Annex B, Basis of Payment;
- e) Annex C, Security Requirements Check List
- f) Annex D, the signed Task Authorizations
- g) Annex E, Direct deposit Form
- h) TSPS SA under the E60ZT-18TSPS
- i) the Contractor's bid dated _____,

7.12 Dispute Resolution

The parties agree to maintain open and honest communication about the Work throughout and after the performance of the contract.

- a) 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.
- b) 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.
- c) Options of alternative dispute resolution services can be found on Canada's Buy and Sell website under the heading "Dispute Resolution".

ANNEX A - STATEMENT OF WORK

1. REQUIREMENT

Agriculture and Agri-Food Canada requires professional services resources with the experience and skill-sets required to support the human resources requirements of managers and executives within the Information Systems Branch (ISB.) This includes the timely operational support to augment organizational capacity in order to complete necessary Human Resources (HR) planning, staffing and resourcing processes. The resulting contract will provide a Branch-wide contracting vehicle that all ISB Directorates can access to support operational staffing activity on an as-and-when-required basis.

2. BACKGROUND

In recent years, a number of factors, including demographics and competition for resources, have increased the amount of time and effort that managers have had to dedicate to HR-related activities such as staffing and classification. Within the IM/IT community, the tremendous competition for resources has resulted in the need to explore new or varied staffing strategies in order to produce successful outcomes. In the recent past, ISB has run collective staffing processes as opposed to single staffing actions. Although the collective staffing approach has been successful, the pool of qualified candidates is often short lived. As soon as one staffing pool is finalized, candidates are staffed to vacant positions, exhausting the pool and the cycle begins again. The time and effort required for staffing increases considerably when the vacant positions require job descriptions updates and/or classification review.

As such, it is proposed that ISB conducts a competitive procurement process to provide the whole branch with access to an array of HR support services and tools, from basic staffing and classification support to organizational design.

3. SCOPE OF WORK

The purpose of this solicitation is to obtain the services of resources with the experience and skillsets to provide HR support in planning, organizational design, classification, staffing and resourcing to undertake activities including:

- Providing operational HR support:
 - o Review requirements and recommend staffing approach;
 - Prepare and/or update staffing or classification documents;
 - o Coordinate and participate in screening and assessment of candidates;
 - o Develop, coordinate, administer, and evaluate exams and interviews; and
 - Coordinate, complete, and evaluate reference checks.
- Developing resourcing strategies linked to HR Plans, job marketing strategy and tools;
- Planning Human Resources in areas such as organizational development, organizational planning and design, human resources utilization, and job analysis;
- Conducting research and analysis and preparing recommendations, reports and/or conducting desk audits:
- Conducting reviews, developing implementation strategies;
- Assisting in the development of HR strategies to meet business needs;
- Assisting in the development of Integrated Business and Human Resources Plan to meet the needs of the organization; and
- Reviewing and proposing various organizational models:

Deliverables to be identified in Task Authorizations include:

- Organizational design recommendations
- Updated job descriptions

- Statement of merit criteria and poster design
- · Assessment guides, tools and process
- Evaluated tests and interviews
- Evaluated reference checks
- Final board reports and document finalized results of the processes

4. RESOURCE TASKS

4.1 Staffing Consultant, Senior and Intermediate

Responsibilities include but are not limited to:

- Developing staffing and resourcing strategies and plans;
- Providing advice and guidance on different types of merit criteria/qualifications;
- Providing advice and guidance to senior management on planning and staffing strategies under the Public Service Employment Act (PSEA);
- Screening candidate applications and conducting reference checks;
- Designing solid assessment tools/templates that work and that are re-usable;
- Developing assessment tools that mirror the position work descriptions and job expectations to ensure best-fit candidate selection;
- Identifying links with departmental human resources/employment equity/business plans;
- Providing advice on effectiveness of assessment instruments and assisting in development or choice of proper instruments;
- Assisting manager(s) in appropriate sequencing and application of merit criteria;
- Creating branch staffing report(s) including preparation, data gathering, interviews, and monitoring staffing report and various activities;
- Reviewing organizational needs and business needs to assist in the identification of the appropriate staffing strategy or plans (including links to other plans such as the Employment Equity and Diversity Plan and the Official Languages Plan);
- Providing advice and recommendations concerning the addressment of staffing and recruitment challenges and the consideration of organizational strategies and plans;
- Developing and implementing recruitment and employment strategies;
- Providing advice and recommendations in selecting the choice of appointment process;
- Preparing and conducting recruitment and staffing processes to support management. This may include any or any grouping of the following activities:
 - o Making recommendations on the staffing process type to be undertaken;
 - Drafting and finalizing the statement of merit criteria;
 - Developing and preparing the assessment guide, tools, and process;
 - Drafting and finalizing the advertisements;
 - Coordinating and participating in the assessment of priorities, and the screening and assessments of candidates;
 - Coordinating and administrating tests, interviews; coordinating and completing the reference check etc.; and
 - Compiling and preparing the final board reports and finalizing the results of the processes (such as establishing pools of candidates).
- Planning, developing, coordinating and administrating various staffing and staffing related initiatives such as job fairs, collective staffing and targeted Recruitment initiatives;
- Providing operational staffing services to a group of client managers;
- Advising managers and employees on staffing policies and procedures;

- Providing mentoring, tutoring or coaching assistance;
- Coaching Managers on how to plan and implement the various phases of a staffing process; and
- Incorporating lessons learned aimed at continuous improvement for an organization.

4.2 Organizational Design and Classification Consultant

Responsibilities include but are not limited to:

- Preparing Strategic HR Plans including:
 - Outlining the business context,
 - o Analysing external and internal factors that could have an impact on the workforce,
 - o Providing a snapshot of the demographic profile of both directorate's workforce,
 - Identifying HR strategic priorities that aim to address existing gaps to help achieve business goals.
 - o Providing an action plan and way forward on both plans.
- Leading organization and classification projects following project management principles;
- Analyzing current and end state, developing options and recommending new organizational structures (could include costing);
- Reviewing existing processes and organizational structures to determine their efficiency and effectiveness, and making recommendations;
- Performing job, activities and responsibilities analysis;
- Discussing with management in order to clearly define the activities and responsibilities of a specific function and/or organization, and provide options;
- · Reviewing, evaluating current work descriptions and recommending appropriate changes;
- Developing and updating generic and specific work descriptions, and delineating responsibilities within streams of work;
- Researching and developing guidelines, procedures and tools;
- Identifying organization for re-design; prototyping potential solutions, providing trade off information and suggesting a recommended course of action;
- Providing advice in defining new requirements and opportunities for applying efficient and effective solutions: identifying and providing preliminary costs of potential options;
- Reviewing, evaluating, new or revised work descriptions; and
- Compiling information and preparing reports.

5. DELIVERABLES

Each task authorization (TA) will define <u>specific deliverables</u> or results. The TA will define specific technical and project authorities to whom the contractor will be accountable. The communication and delivery of results for each task will be defined within each TA. A formal presentation of the results to AAFC management may be required. Deliverables are subject to acceptance by the Project Authority and/or the individual responsible for issuing the TA.

6. LANGUAGE OF WORK

The working language required for the delivery of services by the Contractor's resources will be English at a minimum. As required by AAFC as specified in a TA, the Contractor shall provide access to Bilingual (English and French) resources. The Contractor's resources must possess the skills to communicate business and technical information orally and in writing without any assistance and with minimal errors in the language of work as specified in the TA.

7. QUALITY ASSURANCE

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As a minimum quality assurance requirement, the Contractor will be responsible for performing or having performed all reviews, inspections, and tests necessary to substantiate that the services and/or materiel provided conforms to the specifications and requirements of this RFP and any subsequent TAs issued pursuant to this RFP.

8. BUSINESS ENVIRONMENT

AAFC presently operates in a combination of physical and virtual office environments. While core services are delivered within AAFC's regular business hours (08:00 – 17:00 EST), in consideration of virtual working arrangements, some AAFC personnel are accessible outside of AAFC's regular business hours.

For urgent requirements, from time to time, there is a requirement to work outside of AAFC's regular business hours. The Contractor's resources must be available to provide services, within AAFC's hours of operation, and as specified in the TA.

9. LOCATION OF WORK

The primary location for the delivery of services under the Contract is AAFC facilities within the National Capital Region, in Ontario.

In the conduct of work under any resulting TA:

- a) The majority of the services will be delivered remotely.
- b) The Contractor resources will be provided with accommodations on-site at AAFC when the Task Authorization (TA) indicates that services are required on-site.
- c) AAFC will provide secure access required to facilitate working remotely, including a personal computing device; access to the departmental LAN to the level of security required by the work; and access to identified databases or applications resident on AAFC computers or networks, to the level of security and subject to the conditions specified by AAFC in the TA. Contractor owned computers cannot be connected to the AAFC network (either directly or by VPN); and
- d) Contractor resources must attend meetings as required by the Project or Technical Authority to support delivery of the work as well as to report on progress of the work. These meetings will be held via tele/videoconference or may be held on-site at various AAFC locations within the National Capital Region at AAFC's discretion.

10. TRAVEL

Canada will not reimburse the Contractor for any expenses associated with its resources commuting within the National Capital Region.

The Contractor must be solely responsible for all travel and accommodation costs required for the resources to attend AAFC's location in Ottawa.

 $\begin{array}{l} \text{Buyer ID - Id de l'acheteur} \\ AAFC \end{array}$

ANNEX B - BASIS OF PAYMENT

During the period of the Contract, the Contractor will be paid as specified below, for Work performed in accordance with the Contract.

The Bidder should complete this pricing schedule and include it in its financial bid.

The rates specified below, when quoted by the Bidder, include any of the following expenses that may need to be incurred to satisfy the terms of any contract that may result from its bid:

Daly Rate X Estimated level of effort = Total Example : Rate: 100\$/ day for senior level

Level of effort: 130 days of work

Total: \$ 13,000.00

Period & Category	Firm all inclusive daily rate (in Cdn \$)	Estimated Level of effort (only for financial evaluation purpose)	TOTAL (in Cdn \$)
From awarding date of the contract u	ntil March 31 st 2025		
Category:1.8 Staffing Consultant- intermediate Name:	\$	100 days	
Category:1.8 Staffing Consultant— Senior Name:	\$	100 days	
Category:1.2 Organizational Design and Classification Consultant— Senior Name:	\$	100 days	
1st Optional Year period – From April	1 st 2025 to March 31 st	2026	
Category:1.8 Staffing Consultant– intermediate Name:	\$	100 days	
Category:1.8 Staffing Consultant— Senior Name:	\$	100 days	
Category:1.2 Organizational Design and Classification Consultant—Senior Name:	\$	100 days	
2 nd Optional Year period – From April	1 st 2026 to March 31 ^s	2027	
Category:1.8 Staffing Consultant– intermediate Name:	\$	100 days	
Category:1.8 Staffing Consultant— Senior Name:	\$	100 days	
Category:1.2 Organizational Design and Classification Consultant—Senior Name:	\$	100 days	

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3 nd Optional Year period – From Apri	l 1 st 2027 to March 31 ^s	^t 2028	
Category:1.8 Staffing Consultant– intermediate Name:	\$	100 days	
Category:1.8 Staffing Consultant— Senior Name:	\$	100 days	
Category:1.2 Organizational Design and Classification Consultant— Senior Name:	\$	100 days	
Financial Evaluation propose – Total	ptional years	\$	
HST 13%			\$
TOTAL			\$

For the purpose of this Contract, a day is defined as 7.5 hours of work, exclusive of meal breaks. Payment will be made for days actually worked, with no provision for annual leave, statutory holidays and sick leave. If time worked is more or less than a day, the fixed daily rate must be prorated to reflect the actual time worked

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ANNEX C - SECURITY REQUIREMENTS CHECK LIST

					CO	MMON-P	S-SRCL#	# 6		
*	Government of Canada						Contr	act Number / Numéro du cont	at	
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		LIST								
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Regulati	ons?								✓ No	
sur le co	intrôle des donné	es tec	hniques?	•	ion dassifiée	es qui sont a	sssujetties a	ux dispositions du Réglement		
	**				andias OLA	COLETED IN	lamation or	neede?	No	Vac
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6. b) Will the PROTE Le foum	supplier and its e CTED and/or CLA Isseur et ses emp	mploy ASSIFI Dioyês	ees (e.g. cleaner IED Information o (p. ex. nettoyeur	s, maintenance per or assets is permitte s, personnel d'entr	rsonnel) requ ed. etlen) auront	uire access t t-lis accès à				1
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COMMON-PS-SRCL#6

 $\begin{array}{l} \text{Buyer ID - Id de l'acheteur} \\ AAFC \end{array}$

Solicitation No. - N° de l'invitation 01B68-23-2349

Contract Number / Numéro du contrat Government Gouvernement of Canada du Canada Security Classification / Classification de sécurité UNCLASSIFIED PART A (continued) I 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 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? Non Out Short Title(s) of material / Titre(s) abrégé(s) du matériel : Document Number / Numéro du document PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR) (10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis SECRET TOP SECRET RELIABILITY STATUS CONFIDENTIAL CONFIDENTIAL COTE DE FIABILITÉ TRÉS SECRET SECRET TOP SECRET- SIGINT NATO CONFIDENTIAL NATO SECRET COSMIC TOP SECRET COSMIC TRÈS SECRET TRÈS SECRET - SIGINT NATO CONFIDENTIEL NATO SECRET SITE ACCESS ACCÉS AUX EMPLACEMENTS Special comments: Commentaires spéciaux : NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided. REMARQUE : Si plusieurs niveaux de contrôle de sécurité sont requis, un quide de classification de la sécurité doit être fourni 10. b) May unscreened personnel be used for portions of the work? √ Non Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail? Out If Yes, will unscreened personnel be escorted? ✓ Non Dans l'affirmative, le personnel en question sera-t-il escorté? Out 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 ✓ Non No Yes Out premises? Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÈGÈS et/ou 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 Yes Non Oul 11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment √ Non occur at the supplier's site or premises? Out Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÈGE et/ou CLASSIFIÉ? 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 ✓ Non Out Information or data? Le fournisseur sera-HI tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS? No 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 ✓ Non gouvemementale? TBS/SCT 350-103(2004/12) Security Classification / Classification de sécurité

UNCLASSIFIED

Solicitation No. - N° de l'invitation 01B68-23-2349

AAFC

COMMON-PS-SRCL#6

*	Government of Canada

Gouvernement du Canada

Contract Number / Numéro du contrat	
Security Classification / Classification de sécurité UNCLASSIFIED	_

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ART C - (continue																
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TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité UNCLASSIFIED

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Buyer ID - Id de l'acheteur AAFC

The last page with signature will be insert with the awarded contract.

ANNEX D - TASK AUTHORIZATION FORM

Clear Data - Effacer les dor	nnées Instructi	ons - Page 1	Instructions - Page 2	
Public Works and Government Trava Services Canada gouv	aux publics et Service ernementaux Canada			Annex Annexe
Task Autho	rization		Contract Number - Nu	méro du contrat
Autorisation	de tâche			
Contractor's Name and Address - Nom et l'adress	e de l'entrepreneur	Task Authorizatio	n (TA) No Nº de l'autoris	ation de tâche (AT)
		Title of the task,	if applicable - Titre de la tâ	che, s'il y a lieu
			Cost of Task (Applicable tax tif de la tâche (Taxes applic	
Security Requirements: This task includes securi Exigences relatives à la sécurité : Cette tâche con		relatives à la sécu	urité	
No - Non Yes - Oui If YES, refer to	the Security Require	ements Checklist (S	SRCL) included in the Contr tive à la sécurité (LVERS) d	
•				
For Revision only - Aux fins de révis	sion seulement			
TA Revision Number, if applicable Numéro de révision de l'AT, s'il y a lieu	Total Estimated Cos taxes extra) before Coût total estimatif applicables en sus)	the revision de la tâche (Taxes	extra), as applicable	ction (Taxes
	\$		\$	
Start of the Work for a TA: Work can until a TA has been authorized in accor- conditions of the contract.		peuvent pas	travaux pour l'AT : L s commencer avant nformément au contra	que l'AT soit
1. Required Work: - Travaux requis	:			
A.Task Description of the Work required - Description	cription de tâche des	s travaux requis	See A	ttached - Ci-joint
B. Basis of Payment - Base de paiement			See A	ttached - Ci-joint
C. Cost of Task - Coût de la tâche			See At	ttached - CI-joint
D. Method of Payment - Méthode de palement			See A	ttached - Ci-joint

PWGSC - TPSGC 572 (2014-04)

	Annex Annexe
	Contract Number - Numéro du contrat
2. Authorization(s) - Autorisation(s)	
By signing this TA, the authorized client and (or) the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the contract.	En apposant sa signature sur l'AT, le client autorisé et (ou) l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT respecte les conditions du contrat.
The client's authorization limit is identified in the contract. When the value of a TA and its revisions is in excess of this limit, the TA must be forwarded to the PWGSC Contracting Authority for authorization.	La limite d'autorisation du client est précisée dans le contrat. Lorsque la valeur de l'AT et ses révisions dépasse cette limite, l'AT doit être transmise à l'autorité contractante de TPSGC pour autorisation.
Name and title of authorized client - Nor	m et titre du client autorisé à signer
Signature	Date
PWGSC Contracting Authority - Au	itorité contractante de TPSGC
Signature	Date
3. Contractor's Signature - Signature de l'entrepre	neur
Name and title of individual authori Nom et titre de la personne autorisée à	
Signature	Date

PWGSC - TPSGC 572 (2014-04)

ANNEX E - DIRECT DEPOSIT FORM

Government of Canada	nent	Gouvernement du Canada	t									PROTECTED when complete
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		ion Agency - Canad Natural Resourc	lan Dairy Com	mission - E	Environment a	and Climate	e Change (Canada - (Canadian E	nvironme		
	Do	not enclose anyt Compl	thing other tr ete sections								form.	Guldelines
- TYPE OF REQU												
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epartment(s) >		FC CFIA	□ срма	CD	ос Пв	с Г	CEAA	□ NE	RCAN	CNSC	□ NPA	
our information will be s	hared v	with all departments a	bove to create	vendor profi	les that will fo	cilitate elec	tronic fund					
2 - RECIPIENT INFO											borloinal	
elect the option that Individual	repres	Corporation / F	Partnership	0	Other Gover	nment De	partment			ľ	O Yes	O No
ecipient Name: Indiv	idual (Family name, First	name) or Org	ganization						P	referred L	
hone Number		Fax Number	E	-mail for P	ayment Not	fications (please pri	inf)			Englis	h (French
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rovince / State			Country			Postal co	de / ZIP					
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4 - GONSENT as an authorized re ne Receiver General rivacy notice below a	for Ca and to Name	nada to deposit the receive payment in of the recipient or	e payment dir otifications ek	ectly into t	the account I	below. I co r notice. I	onsent to :	share my	personal ir I informatio	nformation	n on this fo	orm as stated in th
aumorized	repre	sentative for the or	yanization								-	

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AAFC / AAC 6165-E (2022/09)

Page 1/2

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Guideline on Completing the Recipient Registration and Direct Deposit Request

INTRODUCTION

Recipients can now receive payments from the Department by electronic payment. To sign up for electronic payments, please complete the Recipient Registration and Direct Deposit Request form.

When payments are deposited, the department will send the following information by e-mail: amount of payment, date of payment, invoice number, the department reference number and a brief description of the payment. This e-mail notification will act in ileu of a cheque stub.

If you wish to make any changes to your bank account (financial institution, branch, account number, etc.) to receive payments, a new Recipient Registration and Direct Deposit Request form must be completed. If you have a payment due, DO NOT CLOSE your current bank account until you have received your payment.

Sections 1, 2, 3 and 4 of the Recipient Registration and Direct Deposit Request form must be completed by the recipient. All fields are mandatory, if not applicable, enter N/A.

1 - TYPE OF REQUEST

Complete this section by selecting one of the two request types described below. The following are the organizational acronyms listed on the form:

AAFC = Agriculture and Agri-Food Canada CFIA = Canadian Food Inspection Agency CPMA = Canadian Parl-Mutuel Agency EC - Environment Canada

CDC - Canadian Dairy Commission CEAA - Canadian Environmental Assessment Agency NRCAN - Natural Resources Canada CNSC - Canadian Nuclear Safety Commission NPA - Northern Pipeline Agency

2 - RECIPIENT INFORMATION

Select the option that represents your status. The following terms are defined as:

- Individual: Citizens, individuals and sole proprietors.
- Corporation / Partnership: Corporations, Crown corporations, partnerships, associations, trusts and estates, including Canadian and foreign entitles.
- · Other government : Foreign and domestic government, including provinces, territories and other level of regional and municipal government

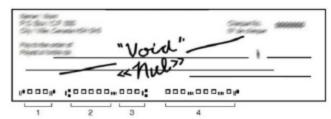
Please enter your name, address AND E-MAIL ADDRESS so that the department can send an e-mail notice to confirm issuance of payment. If the mailing address for remittance differs from the head office address (for example, PO Box or Lock Box), please provide the mailing address that payments will be sent to.

Provide your Federal Tax number (Business number (BNI) or Goods and Services/Harmonized Sales Tax number [GST/HST] or Social insurance Number [SIN] used for tax reporting purposes with the Canada Revenue Agency (CRA).

3 - BANKING INFORMATION

Voided cheque or letter from the banking institution attached to the form

The void cheque or the letter must be for the account you wish to use for electronic payments. A sample of a void cheque is provided below identifying where the transit, financial institution and account numbers are located.



1. Cheque number : not required

2. Branch number : 5 digits

3. Institution number : 3 digits

4. Account number : as shown on your cheque

If you do not attached a void cheque or a letter from the banking institution

Complete fields 1, 2, 3, 4 and 6 from section 3 of the form. A financial institution representative must validate the banking information by providing bank stamp and signing in field 5 of the form.

Payment by wire transfer

Complete fields 6, 7, 8, 9 and 10 of section 3 of the form. The transfer requirements differ from one country to another.

4 - CONSENT

Print your name and sign the form in order to confirm your authorization.

5 - TRANSMITTING THE REQUEST

Return the completed form to:

Agriculture and Agri-Food Canada 1341 Baseline Road, T7-3-129, Ottawa, Ontario, K1A 0C5

For queries contact us at aatc.vendorrequest-demandefournisseur.aac@canada.ca

Print Form

Reset Form