

**RETURN BIDS TO:**

**RETOURNER LES**

**SOUMISSIONS À:**

Bid Receiving Public Works and Government Services Canada/ Réception des soumissions Travaux publics et services gouvernementaux Canada  
11 Laurier St. / 11, rue Laurier  
Place du Portage, Phase III  
Core 0B2/Noyau 0B2  
Gatineau, Québec K1A 0S5

**REQUEST FOR PROPOSAL**

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

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

**DEMANDE DE PROPOSITION**

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

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

**Instructions : See Herein**  
**Instructions: Voir aux présentes**

<b>Title – Sujet</b> Business Consulting	
<b>Solicitation No. – N° de l’invitation</b> 47419-218907	<b>Date</b> June 22, 2020
<b>Client Reference No. – N° référence du client</b> 47419-218907/A	
<b>GETS Reference No. – N° de reference de SEAG</b>	
<b>File No. – N° de dossier</b> 47419-218907/A	<b>CCC No. / N° CCC - FMS No. / N° VME</b>
<b>SOLICITATION CLOSES – L’INVITATION PREND FIN</b> à – at 14 :00 – 02 :00 PM le – on July 21, 2020	<b>Time Zone Fuseau horaire</b> EST/HNE
<b>F.O.B. - F.A.B.</b> Plant-Usine: <input type="checkbox"/> Destination: <input type="checkbox"/> Other-Autre: <input type="checkbox"/>	
<b>Address Inquiries to : - Adresser toutes questions à:</b> Robin.st-louis@tpsgc-pwgsc.gc.ca	<b>Buyer Id – Id de l’acheteur</b> 020zq
<b>Telephone No. – N° de téléphone :</b> 613-858-6185	
<b>Destination – of Goods, Services, and Construction:</b> <b>Destination – des biens, services et construction :</b> See Herein	

**Comments - Commentaires**

This document contains a Security Requirement

**Vendor/Firm Name and address**  
**Raison sociale et adresse du Fournisseur /de l’entrepreneur**

**Issuing Office – Bureau de distribution**

PWGSC  
Acquisitions Branch (ZQ-Division)  
Portage III, 10C1  
11, Laurier Street  
Gatineau, Quebec K1A 0S5

<b>Delivery required - Livraison exigée</b> See Herein	<b>Delivered Offered – Livraison propose</b>
<b>Vendor/firm Name and address</b> <b>Raison sociale et adresse du fournisseur/de l’entrepreneur</b>	
<b>Facsimile No. – N° de télécopieur</b> <b>Telephone No. – N° de téléphone</b>	
<b>Name and title of person authorized to sign on behalf of Vendor/firm (type or print)-</b> <b>Nom et titre de la personne autorisée à signer au nom du fournisseur/de l’entrepreneur (taper ou écrire en caractères d’imprimerie)</b>	
<b>Signature</b>	<b>Date</b>

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## TITLE

Bid solicitation # 47419-218907, issued under the framework of the Task and Solutions Professional Services (TSPS) Method of Supply E60ZT-18TSPS, for the provision of the following professional services: 2.1 Business Analyst – Senior, 2.3 Business Consultant – Senior, 2.8 Business Architect – Senior, 3.2 Project Manager – Senior, 3.3 Project Leader/Executive – Senior and 3.6 Risk Management Specialist – Senior.

### **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 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 Attachments include the List of Suppliers, Pricing Schedule, Flexible Grid Technical Criteria and Additional Certifications Precedent to Contract Award.

The Annexes include the Statement of Work, Basis of Payment, Security Requirements Check List, Insurance Requirements, Task Authorization Form and Non-Disclosure Agreement.

The list of suppliers being invited to bid on this bid solicitation is provided as Attachment 1 to Part 1. This list will not be updated if additional suppliers request copies of the bid solicitation.

#### **1.2 Summary**

1.2.1 This bid solicitation is being issued to satisfy the requirement of Canada Border Services Agency (CBSA) for the provision of tasks and solutions professional services. The Information, Science and Technology Branch (ISTB) of the Canada Border Services Agency (CBSA) requires a variety of business consulting, risk management and project leader professional resource services. These professional services must facilitate Government of Canada business processes, strategic planning requirements, change management initiatives and benefits management opportunities to be integrated into ISTB's business and strategic planning requirements. It is intended to result in the award of a contract of 3 years with the option of two additional one year periods under the same conditions.

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The Contractor grants to Canada the irrevocable option to acquire additional resource(s) described at Annex A of the Contract under the same conditions and at the rates stated in the Contract.

1.2.2 The requirement is subject to the provisions of the World Trade Organization Agreement on Government Procurement (WTO-AGP), the North American Free Trade Agreement (NAFTA), the Canada-European Union Comprehensive Economic and Trade Agreement (CETA) and the Canadian Free Trade Agreement (CFTA).

1.2.3 The resulting contract will not include deliveries of services within locations within Yukon, Northwest Territories, Nunavut, Quebec, or Labrador that are subject to Comprehensive Land Claims Agreements (CLCAs). Any requirements for deliveries of services within locations within Yukon, Northwest Territories, Nunavut, Quebec, or Labrador that are subject to CLCAs will have to be treated as a separate procurement not forming part of the bid solicitation.

### **1.3 Debriefings**

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

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## ATTACHMENT 1 TO PART 1, LIST OF SUPPLIERS

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:

### **Tier 2 - Requirements greater than \$3.75 million / BUSINESS CONSULTING/CHANGE MANAGEMENT/ PROJECT MANAGEMENT SERVICES STREAMS**

2.1 BUSINESS ANALYST  
2.3 BUSINESS CONSULTANT  
2.8 BUSINESS ARCHITECT  
3.2 PROJECT MANAGER  
3.3 PROJECT LEADER/EXECUTIVE  
3.6 RISK MANAGEMENT SPECIALIST

1019837 Ontario Inc.  
2147729 ONTARIO CORPORATION  
4165047 Canada Inc.  
6137318 Canada Inc  
7792395 Canada Inc.  
A Hundred Answers Inc.  
A. Net Solutions Inc.  
Accenture Inc.  
ACF Associates Inc.  
ADGA Group Consultants Inc.  
Adirondack Information Management Inc., The AIM Group Inc. in Joint Venture  
ADRM Technology Consulting Group Corp.  
ADRM Technology Consulting Group Corp. and Randstad Interim Inc  
ALITHYA CANADA INC  
Altis Human Resources (Ottawa) Inc.  
Altis Human Resources (Ottawa) Inc., Excel Human Resources Inc., and Altis Human Resources Inc.,  
in Joint Venture  
ARTEMP PERSONNEL SERVICES INC  
BDO Canada LLP  
Beyond Technologies Consulting Inc.  
BMT CANADA LTD.  
Breckenhill Inc.  
BurntEdge Incorporated  
Cache Computer Consulting Corp.

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Calian Ltd.  
CGI Information Systems and Management Consultants Inc.  
CloseReach Ltd.  
Cofomo Ottawa  
Colliers Project Leaders Inc.  
Colliers Project Leaders Inc., Tiree Facility Solutions Inc. in Joint Venture  
Confluence Consulting Inc.  
Conoscenti Technologies Inc.  
Contract Community Inc.  
CONTRACT COMMUNITY INC., NISHA TECHNOLOGIES INC IN JOINT VENTURE  
Coradix technology Consulting Ltd.  
CPCS Transcom Limited  
CVL INFORMATION SOLUTIONS INC.  
Dalian Enterprises and Coradix Technology Consulting, in Joint Venture  
Dare Human Resources Corporation  
Deloitte Inc.  
DLS Technology Corporation  
Donna Cona Inc.  
Eagle Professional Resources Inc.  
Econ Inc.  
Ernst & Young LLP  
Excel Human Resources Inc.  
Fifalde Consulting Inc.  
Foursight Consulting Group Inc.  
Fujitsu Consulting (CANADA) Inc./Fujitsu Conseil (Canada) Inc.  
GCSTRATEGIES INCORPORATED  
GEF Consulting Inc.  
HCM WORKS INC./HCM TRAVAIL INC.  
HDP Group Inc  
HubSpoke Inc.  
I4C INFORMATION TECHNOLOGY CONSULTING INC  
IBISKA Telecom Inc.  
Information Management and Technology Consultants Inc.  
Integra Networks Corporation  
IT/Net - Ottawa Inc.  
Kelly Sears Consulting Group  
KPMG LLP  
Lannick Contract Solutions Inc.  
Lansdowne Technologies Inc.  
Leo-Pisces Services Group Inc.  
Lightning Tree Consulting Inc.  
Lumina IT inc.

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Lumina IT inc./C.B.-Z. Inc. (Joint Venture)  
Makwa Resourcing Inc., TPG Technology Consulting Ltd. in JOINT VENTURE  
Maplesoft Consulting Inc.  
Maverin Business Services Inc.  
MGIS Inc.  
MGIS Inc., B D M K Consultants Inc IN JOINT VENTURE  
Mindwire Systems Ltd.  
MNP LLP  
Modis Canada Inc  
NATTIQ INC.  
Newfound Recruiting Corporation  
Nortak Software Ltd.  
Olav Consulting Corp  
OLAV CONSULTING CORP., MOSHWA ABORIGINAL INFORMATION TECHNOLOGY CORPORATION, IN JOINT VENTURE  
Orbis Risk Consulting Inc.  
Otus Strategic Financial Business Planning Group  
PATHQUEST CONSULTING SERVICES INC.  
Pleiad Canada Inc.  
Pricewaterhouse Coopers LLP  
Procom Consultants Group Ltd.  
Proex Inc.  
Protak Consulting Group Inc.  
ProVision IT Resources Ltd.  
QMR Staffing Solutions Incorporated  
Quallium Corporation  
Randstad Interim Inc.  
Raymond Chabot Grant Thornton Consulting Inc.  
RHEA INC.  
S.I. SYSTEMS ULC  
Samson & Associés CPA/Consultation Inc  
Sierra Systems Group Inc.  
Strategic Relationships Solutions Inc.  
Sundiata Warren Group Inc.  
Symbiotic Group Inc.  
Systematix IT Solutions Inc./Systematix Technologies de L'Information Inc./Les Services Conseils Systematix Inc. in Joint Venture.  
Systemscope Inc.  
T.E.S. Contract Services INC.  
T.I.7 Inc.  
TDV Global inc.  
TEKSYSTEMS CANADA CORP./SOCIÉTÉ TEKSYSTEMS CANADA  
TeraMach Technologies Inc.



Sollicitation No. - N° de l'invitation  
47419-218907  
Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.  
File No. - N° du dossier

Buyer ID - Id de l'acheteur  
020zq  
CCC No./N° CCC - FMS No./N° VME

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The Halifax Computer Consulting Group Inc.  
The Right Door Consulting & Solutions Incorporated  
The VCAN Group Inc.  
Tiree Facility Solutions Inc.  
TPG Technology Consulting Ltd.  
Transpolar Technology Corporation and The Halifax Computer Consulting Group In Joint Venture  
TRM Technologies Inc.  
Veritaaq Technology House Inc.  
Yoush Inc.  
Zernam Enterprise Inc

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## 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 [Standard Acquisition Clauses and Conditions Manual](https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual) (https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual) issued by Public Works and Government Services Canada.

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 2003 (2020-05-28) 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 [Ineligibility and Suspension Policy](#). During this procurement process, the Bidder must immediately inform Canada in writing of any changes affecting the list of names.

Subsection 4 of Section 05, Submission of Bids, of Standard Instructions 2003 incorporated by reference above, is amended as follows:

Delete: 60 days

Insert: 180 calendar days.

### 2.2 Submission of Bids

(a) Bids must be submitted only to Public Works and Government Services Canada (PWGSC) Bid Receiving Unit **via e-post Connect** by the date and time indicated on page 1 of the bid solicitation.

Note: For bidders choosing to submit using epost Connect for bids closing at the Bid Receiving Unit in the National Capital Region (NCR), the address is:

[tpsgc.dgareceptiondessoumissions-abbidreceiving.pwgsc@tpsgc-pwgsc.gc.ca](mailto:tpsgc.dgareceptiondessoumissions-abbidreceiving.pwgsc@tpsgc-pwgsc.gc.ca)

#### **Interested Bidders must register a few days prior to solicitation closing date.**

**Note:** Bids will not be accepted if emailed directly to this email address. This email address is to be used to open an epost Connect conversation, as detailed in Standard Instructions [2003](#), or to send bids through an epost Connect message if the bidder is using its own licensing agreement for epost Connect

(b) Due to the nature of the bid solicitation, bids transmitted by facsimile or electronic mail to PWGSC will not be accepted.

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## 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 FPS, bidders must provide in writing before contract award for each question below, the answer and, as applicable, the information required.

If the Contracting Authority has not received the answer to the question and, as applicable, the information required by the time the evaluation of bids is completed, Canada will inform the Bidder of a time frame within which to provide the answer and, as applicable, the information required. 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 [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 FPS in receipt of a pension, as applicable:

- (a) name of former public servant; and

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(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?

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; 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 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 Basis for Canada's Ownership of Intellectual Property

Canada Border Services Agency has determined that any intellectual property rights arising from the performance of the Work under the resulting contract will belong to Canada, for the following reasons, as set out in the [Policy on Title to Intellectual Property Arising Under Crown Procurement Contracts](#) the Intellectual Property in Foreground Information consists of material subject to copyright, with the exception of computer software and all documentation pertaining to that software.

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## PART 3 – BID PREPARATION INSTRUCTIONS

### 3.1 Bid Preparation Instructions

#### (a) Epost Connect Bid Submission

- (i) Canada requires that the Bidder submit their electronic bid in accordance with section 08 of the 2003 Standard Instructions. The epost Connect system has a limit of 1GB per single message posted and a limit of 20GB per conversation.
- (ii) The bid must be gathered per section and separated as follows:
  - (A) Section I: Technical Bid
  - (B) Section II: Financial Bid
  - (C) Section III: Certifications
  - (D) Section IV: Additional Information
- (iii) Prices must appear in the financial bid only. No prices must be indicated in any other section of the bid.

- (b) For further information please refer to article 08 - Transmission by facsimile or by epost Connect at <https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual/1/2003/23#transmission-by-facsimile>.

#### Section I: Technical Bid

In their technical bid, bidders should demonstrate and describe in a thorough, concise and clear manner and in sufficient depth how it meets 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.

#### Section II: Financial Bid

- A. Bidders must submit their financial bid in Canadian funds and in accordance with the pricing schedule detailed in Attachment 1 to Part 3.
- B. Bidders must submit their rates FOB destination; Canadian customs duties and excise taxes included, as applicable; and Applicable Taxes excluded.

#### Electronic Payment of Invoices - Bid

Canada requests that bidders:

1. select option 1 or, as applicable, option 2 below; and
2. include the selected option in Section II of their bid.

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Acceptance of Electronic Payment Instruments will not be considered as an evaluation criterion.

Option 1:

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

( ) Direct Deposit (Domestic and International)

Option 2:

( ) The Bidder does not accept to be paid by Electronic Payment Instruments.

### **Section III: Certifications**

In Section III of their bid, bidders should provide the certifications required under Part 5 and, as applicable, any associated additional information.

### **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:
  - a) for each individual who will require access to classified or protected information, assets or sensitive work sites:
    - 1) the name of the individual;
    - 2) the date of birth of the individual; and
    - 3) if available, information confirming the individual meets the security requirement as indicated in Part 7 - Resulting Contract Clauses;

## ATTACHMENT 1 TO PART 3, PRICING SCHEDULE

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

The volumetric data included in this pricing schedule are provided for bid evaluated price determination purposes only. They are not to be considered as a contractual guarantee. Their inclusion in this pricing schedule does not represent a commitment by Canada that Canada's future usage of the services described in the bid solicitation will be consistent with this data.

The rates included in this pricing schedule includes the total estimated cost of any travel and living expenses that may need to be incurred for the Work described in Part 7 of the bid solicitation.

Under any resulting contract, Canada will not accept travel and living expenses that may need to be incurred by the contractor for any relocation of resources required to satisfy its contractual obligations.

	TSPS Stream and Category	All-Inclusive Firm Per Diem Rate (In CAD \$)	Number of Resources Required	Volumetric data (in days)	Total (in CAD \$)
1	<b>Contract Period 1: From Contract Award to one year later</b>				C= A x B
1a	2.1 Business Analyst - Senior	\$	1	220	\$
1b	2.3 Business Consultant – Senior	\$	1	220	\$
1c	2.8 Business Architect – Senior	\$	1	220	\$
1d	3.2 Project Manager - Senior	\$	1	220	\$
1e	3.3 Project Leader/Executive - Senior	\$	1	220	\$
1f	3.6 Risk Management Specialist - Senior	\$	1	220	\$
<b>Total Contract Period 1</b>					<b>\$</b>

	TSPS Stream and Category	All-Inclusive Firm Per Diem Rate (In CAD \$)	Number of Resources Required	Volumetric data (in days)	Total (in CAD \$)
2	<b>Contract Period 2: From expiry of Contract Period 1 to one year later</b>				C= A x B
2a	2.1 Business Analyst - Senior	\$	1	220	\$
2b	2.3 Business Consultant – Senior	\$	1	220	\$
2c	2.8 Business Architect – Senior	\$	1	220	\$
2d	3.2 Project Manager - Senior	\$	1	220	\$
2e	3.3 Project Leader/Executive - Senior	\$	1	220	\$
2f	3.6 Risk Management Specialist - Senior	\$	1	220	\$
<b>Total Contract Period 2</b>					<b>\$</b>

	TSPS Stream and Category	All-Inclusive Firm Per Diem Rate (In CAD \$)	Number of Resources Required	Volumetric data (in days)	Total (in CAD \$)
3	<b>Contract Period 3: From expiry of Contract Period 2 to one year later</b>				C= A x B
3a	2.1 Business Analyst - Senior	\$	1	220	\$
3b	2.3 Business Consultant – Senior	\$	1	220	\$
3c	2.8 Business Architect – Senior	\$	1	220	\$
3d	3.2 Project Manager - Senior	\$	1	220	\$
3e	3.3 Project Leader/Executive - Senior	\$	1	220	\$



3f	3.6 Risk Management Specialist - Senior	\$	1	220	\$
<b>Total Contract Period 3</b>					\$

	TSPS Stream and Category	All-Inclusive Firm Per Diem Rate (In CAD \$)	Number of Resources Required	Volumetric data (in days)	Total (in CAD \$)
4	<b>Option Period 1: From expiry of Contract Period 3 to one year later</b>				C= A x B
4a	2.1 Business Analyst - Senior	\$	1	125	\$
4b	2.3 Business Consultant – Senior	\$	1	125	\$
4c	2.8 Business Architect – Senior	\$	1	125	\$
4d	3.2 Project Manager - Senior	\$	1	125	\$
4e	3.3 Project Leader/Executive - Senior	\$	1	125	\$
4f	3.6 Risk Management Specialist - Senior	\$	1	125	\$
<b>Total Option Period 1</b>					\$

	TSPS Stream and Category	All-Inclusive Firm Per Diem Rate (In CAD \$)	Number of Resources Required	Volumetric data (in days)	Total (in CAD \$)
5	<b>Option Period 2: From expiry of Option Period 1 to one year later</b>				C= A x B
5a	2.1 Business Analyst - Senior	\$	1	125	\$
5b	2.3 Business Consultant – Senior	\$	1	125	\$
5c	2.8 Business Architect – Senior	\$	1	125	\$
5d	3.2 Project Manager - Senior	\$	1	125	\$
5e	3.3 Project Leader/Executive - Senior	\$	1	125	\$
5f	3.6 Risk Management Specialist - Senior	\$	1	125	\$
<b>Total Option Period 2</b>					\$

<b>TOTAL EVALUATED PRICE (GST/HST excluded) = (TOTAL CONTRACT PERIOD 1 + TOTAL CONTRACT PERIOD 2 + TOTAL CONTRACT PERIOD 3 + OPTION PERIOD 1 + OPTION PERIOD 2)</b>	<b>\$</b>
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## **PART 4 – EVALUATION PROCEDURES AND BASIS OF SELECTION**

### **4.1 Evaluation Procedures**

Bids will be assessed in accordance with the entire requirement of the bid solicitation including the technical evaluation criteria.

An evaluation team composed of representatives of Canada will evaluate the bids.

#### **4.1.1 Phased Bid Compliance Process**

##### **4.1.1.1 General**

- (a) Canada will conduct the Phased Bid Compliance Process (PBCP) described below for this requirement ONLY if Canada receives 4 or fewer Bids by the bid solicitation closing date.
- (b) Notwithstanding any review by Canada at Phase I or II of the PBCP, Bidders are and will remain solely responsible for the accuracy, consistency and completeness of their Bids and Canada does not undertake, by reason of this review, any obligations or responsibility for identifying any or all errors or omissions in Bids or in responses by a Bidder to any communication from Canada.

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

- (c) Canada may, in its discretion, request and accept at any time from a Bidder and consider as part of the Bid, any information to correct errors or deficiencies in the Bid that are clerical or administrative, such as, without limitation, failure to sign the Bid or any part or to checkmark a box in a form, or other failure of format or form or failure to acknowledge; failure to provide a procurement business number or contact information such as names, addresses and telephone numbers; inadvertent errors in numbers or calculations that do not change the amount the Bidder has specified as the price or of any component thereof that is subject to evaluation. This shall not limit Canada's right to request or accept any information after the bid solicitation closing in circumstances where the bid solicitation expressly provides for this right. The Bidder will have the time period specified in writing by Canada to provide the necessary documentation. Failure to meet this deadline will result in the Bid being declared non-responsive.
- (d) The PBCP does not limit Canada's rights under Standard Acquisition Clauses and Conditions (SACC) 2003 (2018-05-22) Standard Instructions – Goods or Services – Competitive Requirements nor Canada's right to request or accept any information during the solicitation period or after bid solicitation closing in circumstances where the bid solicitation expressly provides for this right, or in the circumstances described in subsection (c).
- (e) Canada will send any Notice or CAR by any method Canada chooses, in its absolute discretion. The Bidder must submit its response by the method stipulated in the Notice or CAR. Responses

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are deemed to be received by Canada at the date and time they are delivered to Canada by the method and at the address specified in the Notice or CAR. An email response permitted by the Notice or CAR is deemed received by Canada on the date and time it is received in Canada's email inbox at Canada's email address specified in the Notice or CAR. A Notice or CAR sent by Canada to the Bidder at any address provided by the Bidder in or pursuant to the Bid is deemed received by the Bidder on the date it is sent by Canada. Canada is not responsible for late receipt by Canada of a response, however caused.

#### **4.1.1.2 Phase I: Financial Bid**

- (a) After the closing date and time of this bid solicitation, Canada will examine the Bid to determine whether it includes a Financial Bid and whether any Financial Bid includes all information required by the solicitation. Canada's review in Phase I will be limited to identifying whether any information that is required under the bid solicitation to be included in the Financial Bid is missing from the Financial Bid. This review will not assess whether the Financial Bid meets any standard or is responsive to all solicitation requirements
- (b) Canada's review in Phase I will be performed by officials of the Department of Public Works and Government Services.
- (c) If Canada determines, in its absolute discretion that there is no Financial Bid or that the Financial Bid is missing all of the information required by the bid solicitation to be included in the Financial Bid, then the Bid will be considered non-responsive and will be given no further consideration.
- (d) For Bids other than those described in c), Canada will send a written notice to the Bidder ("Notice") identifying where the Financial Bid is missing information. A Bidder, whose Financial Bid has been found responsive to the requirements that are reviewed at Phase I, will not receive a Notice. Such Bidders shall not be entitled to submit any additional information in respect of their Financial Bid.
- (e) The Bidders who have been sent a Notice shall have the time period specified in the Notice (the "Remedy Period") to remedy the matters identified in the Notice by providing to Canada, in writing, additional information or clarification in response to the Notice. Responses received after the end of the Remedy Period will not be considered by Canada, except in circumstances and on terms expressly provided for in the Notice.
- (f) In its response to the Notice, the Bidder will be entitled to remedy only that part of its Financial Bid which is identified in the Notice. For instance, where the Notice states that a required line item has been left blank, only the missing information may be added to the Financial Bid, except that, in those instances where the addition of such information will necessarily result in a change to other calculations previously submitted in its Financial Bid, (for example, the calculation to determine a total price), such necessary adjustments shall be identified by the Bidder and only these adjustments shall be made. All submitted information must comply with the requirements of this solicitation.

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- (g) Any other changes to the Financial Bid submitted by the Bidder will be considered to be new information and will be disregarded. There will be no change permitted to any other Section of the Bidder's Bid. Information submitted in accordance with the requirements of this solicitation in response to the Notice will replace, in full, **only** that part of the original Financial Bid as is permitted above, and will be used for the remainder of the bid evaluation process.
- (h) Canada will determine whether the Financial Bid is responsive to the requirements reviewed at Phase I, considering such additional information or clarification as may have been provided by the Bidder in accordance with this Section. If the Financial Bid is not found responsive for the requirements reviewed at Phase I to the satisfaction of Canada, then the Bid shall be considered non-responsive and will receive no further consideration.
- (i) Only Bids found responsive to the requirements reviewed in Phase I to the satisfaction of Canada, will receive a Phase II review.

#### **4.1.1.3 Phase II: Technical Bid**

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

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

#### **4.1.1.4 Phase III: Final Evaluation of the Bid**

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

#### **4.2 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.

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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 submitted 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:

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

#### **4.3 Flexible Grid**

Refer to Attachment 1 to Part 4.

#### **4.4 Mandatory Technical Criteria**

Refer to Attachment 2 to Part 4.

The Phased Bid Compliance Process will apply only to mandatory technical criteria identified by the superscript (<sup>PB</sup>). Mandatory technical criteria not identified by the superscript (<sup>PB</sup>) will not be subject to the Phased Bid Compliance Process.

#### **4.5 Point Rated Technical Criteria**

Refer to Attachment 2 to Part 4. Point-rated technical criteria not addressed will be given a score of zero.

#### **4.6 Financial Evaluation**

For bid evaluation and Contractor selection purposes only, the evaluated price of a bid will be determined in accordance with the Pricing Schedule detailed in Attachment 1 to Part 3.

## 4.7 Basis of Selection

### 4.7.1 Basis of Selection – Highest Combined Rating of Technical Merit [70%] and Price [30%]

4.7.1.1 To be declared responsive, a bid must:

- (a) comply with all the requirements of the bid solicitation;
- (b) meet all the mandatory evaluation criteria; and
- (c) obtain the required minimum number of points specified in Attachment 1 to Part 4 for the point rated technical criteria.

4.7.1.2 Bids not meeting 4.2.1.1 (a) or (b) or (c) will be declared non-responsive. Neither the responsive bid obtaining the highest number of points nor the one with the lowest evaluated price will necessarily be accepted.

4.7.1.3 The lowest evaluated price (LP) of all responsive bids will be identified and a pricing score (PS), determined as follows, will be allocated to each responsive bid (i):  $PS_i = LP / P_i \times 30$ .  $P_i$  is the evaluated price (P) of each responsive bid (i).

4.7.1.4 A technical merit score (TMS), determined as follows, will be allocated to each responsive bid (i):  $TMS_i = OS_i \times 70$ .  $OS_i$  is the overall score (OS) obtained by each responsive bid (i) for all the point rated technical criteria specified in Attachment 1 to Part 4, determined as follows: total number of points obtained / maximum number of points available.

4.7.1.5 The combined rating (CR) of technical merit and price of each responsive bid (i) will be determined as follows:  $CR_i = PS_i + TMS_i$ .

4.7.1.6 The responsive bid with the highest combined rating of technical merit and price will be recommended for award of a contract. In the event two or more responsive bids have the same highest combined rating of technical merit and price, the responsive bid with the lowest evaluated price will be recommended for award of a contract.

4.7.1.7 The table below illustrates an example where all three bids are responsive and the selection of the contractor is determined by a 70/30 ratio of the technical merit and price, respectively.

<b>Basis of Selection - Highest Combined Rating of Technical Merit (70%) and Price (30%)</b>			
<b>Bidder</b>	<b>Bidder 1</b>	<b>Bidder 2</b>	<b>Bidder 3</b>
<b>Overall Score for All the Point Rated Technical Criteria</b>	OS1: 120/135	OS2: 98/135	OS3: 82/135
<b>Bid Evaluated Price</b>	P1: C\$60,000	P2: C\$55,000	<b>LP</b> and P3: C\$50,000
<b>Calculations</b>	<b>Technical Merit Score (OS<sub>i</sub> x 70)</b>	<b>Pricing Score (LP/P<sub>i</sub> x 30)</b>	<b>Combined Rating</b>
<b>Bidder 1</b>	120/135 x 70 = 62.22	50/60 x 30 = 25.00	87.22
<b>Bidder 2</b>	98/135 x 70 = 50.81	50/55 x 30 = 27.27	78.08
<b>Bidder 3</b>	82/135 x 70 = 42.52	50/50 x 30 = 30	72.52

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## ATTACHMENT 1 TO PART 4, FLEXIBLE GRID

### **Flexible Grid Criteria**

The Bidder must demonstrate that the proposed resource meets the minimum number of points required for the relevant level and category as described in the Flexible Grid.

Each Mandatory Flexible Grid Criteria should be addressed separately.

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>

Bids which fail to meet the mandatory Flexible Grid Criteria will be declared non-responsive, and will be given no further consideration.

### **2.1 BUSINESS ANALYST**

**The required services may include, but are not limited to the following:**

- Advising Senior Management on a range of issues affecting the organization's ability to achieve the project's business objectives
- Identifying opportunities for organizational improvement
- Assisting in the prioritization and assignment of organizational improvements
- Developing and/or implementing an organizational improvement plan, business plan, policies and standards
- Making recommendations and providing advice for improvements and assisting in developing solutions, scenarios and implementing recommendations
- Preparing and presenting findings, status and other relevant matters
- Collecting and analyzing information and presenting findings on complex issues, carrying out or coordinating research as required and preparing reports
- Identifying and researching best practices
- Processing problems into solutions or new opportunities/initiatives
- Analyzing, advising on, and implementing business processes, strategies and functions
- Advising on business decisions
- Preparing and advising on contracts structure and enforcement
- Leading and managing various business systems and process improvements (for example, initiating redesign to promote increased efficiencies and reduce overall costs, implementing improvements to automation of process)
- Recognizing market factors and adapting business decisions to the context of the organization's sector and industry
- Implementing and advising on measures to mitigate risk
- Facilitating Joint Application Development (JAD) session and acting as facilitator during workshops
- Translating the business requirements into System/Functional requirements
- Analyzing and documenting the business requirements and delivering work products through the life cycle
- Assessing the organization's capacity/capability to undertake and successfully deliver t an initiative or a change
- Consulting stakeholders (individually or by means of facilitating group sessions) to identify comprehensive business requirements
- Documenting business requirements for all stakeholders
- Providing support in analyzing, evaluating and controlling risks, especially related to requirements



<ul style="list-style-type: none"> <li>Managing the implementation of an organizational improvement plan to identify, analyze, plan, track and control organizational improvements on a continuous basis; and</li> <li>Performing Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis when producing a business case to determine whether further investment in a project is warranted.</li> </ul>			
<b>BUSINESS ANALYST FLEXIBLE GRID</b>			
<b>Levels of Expertise</b>			
	Senior		<b>Minimum 100 pts</b>
	Intermediate		<b>Minimum 80 pts</b>
	Junior		<b>Minimum 65 pts</b>
<b>Relevant Education to the Consultant Category</b>			
	University (PhD, Graduate, Undergraduate, degree).		35 pts
	College or CEGEP Diploma / Certificate.		25 pts
<b>Professional Certification</b>			
	Relevant Professional Certification		15 pts
<b>Relevant Experience in Consultant Category</b>			
	≥1 yr. and <2 yrs.	12-23 months	15 pts
	≥2 yrs. and <4 yrs.	24-47 months	20 pts
	≥4 yrs. and <6 yrs.	48-71 months	30 pts
	≥6 yrs. and <8 yrs.	72-95 months	35 pts
	≥8 yrs. and <10 yrs.	96-119 months	55 pts
	≥10 yrs.	120 + months	65 pts

**Flexible Grid – Table**

**2.1 BUSINESS ANALYST**

	<b>Relevant Education Score</b>	<b>Professional Certification Score</b>	<b>Relevant Experience Score</b>	<b>Total Score</b>
Senior Minimum 100 pts Name: _____				

<b>2.3 BUSINESS CONSULTANT</b>
<b>The required services may include, but are not limited to the following:</b>
<ul style="list-style-type: none"> <li>Specifying the organization's objectives, developing policies, standards and plans to achieve objectives</li> <li>Advising Senior Management on a range of issues affecting the organization's ability to achieve the business objectives</li> <li>Identifying opportunities for, assisting in the prioritization of, and assignment of organizational improvement</li> <li>Developing and/or managing the implementation of an organizational improvement plan to identify, analyze, plan, track and control organizational improvements on a continuous basis</li> <li>Making recommendations and providing advice for improvements and assisting in developing solutions and implementing recommendations</li> </ul>

<ul style="list-style-type: none"> <li>Collecting and analyzing information and presenting findings on complex issues, carrying out or coordinating research as required and preparing reports</li> <li>Defining and producing business requirement document</li> <li>Coaching on business</li> <li>Assisting stakeholders with understanding their strategic goals</li> <li>Analyzing stakeholder's business objectives and recommending and developing solutions to address their business problem</li> <li>Implementing and evaluating cross-functional decisions that will enable an organization to achieve its objectives</li> <li>Assessing the organization's capacity/capability to undertake and successfully deliver an initiative or a change</li> <li>Defining, developing and implementing business strategies and plans</li> <li>Examining the link between the goals of the organization and how the work is performed to achieve those objectives at strategic and operational levels</li> <li>Processing problems into solutions or new opportunities/initiatives, identifying and researching best practices</li> <li>Performing Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis; and</li> <li>Developing Mission and Vision statements.</li> </ul>			
<b>BUSINESS CONSULTANT FLEXIBLE GRID</b>			
<b>Levels of Expertise</b>			
	Senior		<b>Minimum 100 pts</b>
	Intermediate		<b>Minimum 80 pts</b>
	Junior		<b>Minimum 65 pts</b>
<b>Relevant Education to the Consultant Category</b>			
	University (PhD, Graduate, Undergraduate, degree).		35 pts
	College or CEGEP Diploma / Certificate.		25 pts
<b>Professional Certification</b>			
	Relevant Professional Certification		15 pts
<b>Relevant Experience in Consultant Category</b>			
	≥1 yr. and <2 yrs.	12-23 months	15 pts
	≥2 yrs. and <4 yrs.	24-47 months	20 pts
	≥4 yrs. and <6 yrs.	48-71 months	30 pts
	≥6 yrs. and <8 yrs.	72-95 months	35 pts
	≥8 yrs. and <10 yrs.	96-119 months	55 pts
	≥10 yrs.	120 + months	65 pts

**Flexible Grid – Table**

**2.3 BUSINESS CONSULTANT**

	<b>Relevant Education Score</b>	<b>Professional Certification Score</b>	<b>Relevant Experience Score</b>	<b>Total Score</b>
Senior Minimum 100 pts Name: _____				

**2.8 BUSINESS ARCHITECT**

**The required services may include, but are not limited to the following:**

- Developing policies and rules that allow an organization to carry out its mandate and functional responsibilities, and that govern the organization's actual and planned capabilities in terms of data, human resources, communication facilities and management responsibilities
- Conducting an assessment of the project's business architecture, process and performances
- Recommending changes to improve operational performance
- Ensuring consistency and integration with the organization's and government architectures and business strategies
- Evaluating the feasibility of the architecture and technologies related to a business change
- Developing principles of operation and concept of operations
- Identifying risks associated with the architecture and technologies and recommending risk mitigation
- Advising Senior Management on trends and emerging technologies and their impact on the organization's and government architectures and business strategies
- Recommending alternative solutions, methodologies and strategies
- Assisting in the prioritization and assignment of architectural improvements
- Managing the development and implementation of an architectural improvement plan; and
- Coaching, mentoring and training the organization on business architecture.

**BUSINESS ARCHITECT FLEXIBLE GRID**

<b>Levels of Expertise</b>			
	Senior	<b>Minimum 100 pts</b>	
	Intermediate	<b>Minimum 80 pts</b>	
	Junior	<b>Minimum 65 pts</b>	
<b>Relevant Education to the Consultant Category</b>			
	University (PhD, Graduate, Undergraduate, degree).	35 pts	
	College or CEGEP Diploma / Certificate.	25 pts	
<b>Professional Certification</b>			
	Relevant Professional Certification	15 pts	
<b>Relevant Experience in Consultant Category</b>			
	≥1 yr. and <2 yrs.	12-23 months	15 pts
	≥2 yrs. and <4 yrs.	24-47 months	20 pts
	≥4 yrs. and <6 yrs.	48-71 months	30 pts
	≥6 yrs. and <8 yrs.	72-95 months	35 pts
	≥8 yrs. and <10 yrs.	96-119 months	55 pts
	≥10 yrs.	120 + months	65 pts

**Flexible Grid – Table**

**2.8 BUSINESS ARCHITECT**

	<b>Relevant Education Score</b>	<b>Professional Certification Score</b>	<b>Relevant Experience Score</b>	<b>Total Score</b>
Senior Minimum 100 pts Name: _____				

### **3.2 PROJECT MANAGER**

**The required services may include, but are not limited to the following:**

- Planning and coordinating project management activities including financial, planning and contracting aspects
- Planning and organizing a project management office
- Giving briefings on progress and concerns of project
- Coordinating and preparing documentation in response to scheduled and unscheduled reports, returns and observations to update management on project progress
- Planning and coordinating the activities of project personnel, internal customers, contractors and other support providers
- Preparing formal work breakdown structure and compliance charts
- Producing draft plans and sections for incorporation into the Project Implementation Plan
- Preparing draft evaluation plans, criteria and evaluation schedules
- Developing, planning, analyzing, evaluating and prioritizing deliverables and requirements
- Defining and documenting development team objectives
- Determining and obtaining budgetary requirements, composition, roles, responsibilities and terms of reference for the team
- Planning, directing and controlling the activities of a project team within scheduled time and cost parameters
- Monitoring the design, implementation and operations start up of the project against established goals, objectives and milestones
- Reporting progress of the project on an ongoing basis and at scheduled points in the life cycle
- Meeting with stakeholders and other project managers and stating problems in a form capable of being solved
- Preparing plans, charts, tables and diagrams to assist in analyzing or displaying problems
- Working with a variety of project management tools
- Formulating and managing project plans by defining deliverables, identifying key milestones, reviewing project progress, and engaging in ongoing risk management
- Coordinating and directing project team(s) in order to meet project objectives for content, quality, costs, and schedules
- Ensuring management staff is provided with timely and accurate project information and status updates
- Developing project control and reporting procedures and managing changes in operational plan
- Conducting post project reviews/lessons learned
- Contributing to the organization's strategic and business planning initiatives (for example, identifying strategic goals and objectives and implementing initiatives to achieve them, Policy Development, Standards Development and Program Review)
- Assuming leadership at the appropriate phases of planning, action, and evaluation
- Recognizing and taking action on opportunities to combine professional resources through partnering arrangements (for example, multi-disciplinary practices)
- Contributing to development of organizational vision and mission; and
- Coordinates, drafts and prepares for signature formal project documents and reports.

#### **PROJECT MANAGER FLEXIBLE GRID**

##### **Levels of Expertise**

Senior	<b>Minimum 100 pts</b>
Intermediate	<b>Minimum 80 pts</b>
Junior	<b>Minimum 65 pts</b>

<b>Relevant Education to the Consultant Category</b>		
University (PhD, Graduate, Undergraduate, degree).		35 pts
College or CEGEP Diploma / Certificate.		25 pts
<b>Professional Certification</b>		
Relevant Professional Certification		15 pts
<b>Relevant Experience in Consultant Category</b>		
≥1 yr. and <2 yrs.	12-23 months	15 pts
≥2 yrs. and <4 yrs.	24-47 months	20 pts
≥4 yrs. and <6 yrs.	48-71 months	30 pts
≥6 yrs. and <8 yrs.	72-95 months	35 pts
≥8 yrs. and <10 yrs.	96-119 months	55 pts
≥10 yrs.	120 + months	65 pts

**Flexible Grid – Table**

**3.2 PROJECT MANAGER**

	<b>Relevant Education Score</b>	<b>Professional Certification Score</b>	<b>Relevant Experience Score</b>	<b>Total Score</b>
Senior Minimum 100 pts Name: _____				

**3.3 PROJECT EXECUTIVE**

**The required services may include, but are not limited to the following:**

- Assessing the organization's capacity/capability to undertake and successfully deliver a project in the context of the overall program or portfolio program or portfolio priorities through strategic planning
- Advising Senior Management on a range of issues affecting the organization's ability to achieve the project's business objectives
- Assisting in the prioritization and assignment of projects within the program/portfolio
- Managing several Senior Project Managers, each responsible for an element of the project/program/portfolio and it's associated team (for example project and financial management)
- Meeting with organizational executives to ensure all organizational (internal and external) stakeholders are committed to moving forward on the project (for example opportunity evaluation)
- Formulating statements of problems; establishing procedures for the development and implementation of significant, new or modified project, program or portfolio elements to solve these problems, and obtaining approval thereof
- Managing the implementation of a project/program/portfolio to identify, analyze, plan, track and control progress on a continuous basis
- Making recommendations and providing advice for improvements and assisting in developing solutions and implementing recommendations (for example policy development and standards development)
- Preparing and presenting findings, status and other relevant matters
- Overseeing the development of a Project Business Case (for example business planning and program review)
- Managing Program changes in accordance with the change management process

<ul style="list-style-type: none"> <li>• Motivating the team to ensure commitment to the program's objectives specifying the general requirements of the project</li> <li>• Developing project alternatives and identifying their administrative, economic, and technical feasibility and practicality associated policy and organizational change requirements</li> <li>• Planning, directing, and controlling the activities of a project team within scheduled time and cost parameters</li> <li>• Producing overall project plans and obtaining approval of preliminary analysis</li> <li>• Updating and providing briefings to upper management on progress and concerns of the project.</li> </ul>			
<b>PROJECT EXECUTIVE FLEXIBLE GRID</b>			
<b>Levels of Expertise</b>			
	Senior		<b>Minimum 100 pts</b>
	Intermediate		<b>Minimum 80 pts</b>
	Junior		<b>Minimum 65 pts</b>
<b>Relevant Education to the Consultant Category</b>			
	University (PhD, Graduate, Undergraduate, degree).		35 pts
	College or CEGEP Diploma / Certificate.		25 pts
<b>Professional Certification</b>			
	Relevant Professional Certification		15 pts
<b>Relevant Experience in Consultant Category</b>			
	≥1 yr. and <2 yrs.	12-23 months	10 pts
	≥2 yrs. and <4 yrs.	24-47 months	20 pts
	≥4 yrs. and <6 yrs.	48-71 months	30 pts
	≥6 yrs. and <8 yrs.	72-95 months	35 pts
	≥8 yrs. and <10 yrs.	96-119 months	55 pts
	≥10 yrs.	120 + months	65 pts

**Flexible Grid – Table**

**3.3 PROJECT EXECUTIVE**

	<b>Relevant Education Score</b>	<b>Professional Certification Score</b>	<b>Relevant Experience Score</b>	<b>Total Score</b>
Senior Minimum 100 pts Name: _____				

### **3.6 RISK MANAGEMENT SPECIALIST**

**The required services may include, but are not limited to the following:**

- Conducting risk assessments and evaluating potential risk and losses
- Identifying project and procurement risks
- Reviewing and auditing claims
- Recommending alternative solutions, methodologies and strategies for risk mitigation and management
- Assisting in prioritization and assignment of risks
- Assisting in the development and/or implementation of Risk Management Plans
- Developing and managing the implementation of Risk Management Plans (safety programs) to identify, analyze, plan, track, evaluate and control project risks on a continuous basis throughout the project life cycle
- Coaching, mentoring and training project teams in risk mitigation techniques
- Developing and implementing business continuity plans
- Developing crisis and emergency communication and/or management planning strategies
- Reviewing the organization's insurance and risk management programs and making recommendations regarding coverage improvements, administration, loss control and financing mechanisms
- Providing leadership and support to the design, implementation and evaluation of clients products/services performance measures, risk management and risk mitigation strategies
- Documenting process improvements
- Preparing reports for internal or external publication (Corporate Services, Policy, Communications)
- Liaising with and interviewing stakeholders, as required, to obtain, clarify and exchange information, in-order to co-ordinate and manage the Risk Assessment Process
- Identifying, confirming and documenting the risk tolerance for the process, project, program, or strategic risk and using this tolerance to guide all analysis, assessment and recommendations undertaken or produced
- Identifying, confirming and documenting the objectives and priorities specific to the process, project, program or strategic direction being assessed, feasibility studies
- Identifying relevant risks and opportunities (including, but not limited to, economic, political, operational, legal, reputation, technical, organizational, accounting, banking and social risks) that threaten the objectives and priorities
- Utilizing both quantitative and qualitative techniques, as appropriate, to assess the likelihood that a risk event will occur; and/or the impact if the risk event occurs
- Recommending a ranked-order for risks and opportunities identified
- Recommending and documenting suggested Risk Responses necessary to manage the likelihood and/or impact of the identified risks
- Performing Control Risk Assessments and analysis, which may include statistical sampling and analysis of existing controls
- Assisting with the on-going monitoring of risk and assisting with the implementation of risk response/mitigation strategies
- Preparing draft and finalized risk assessments, briefing notes, presentations and papers related to risk management, and developing and updating risk management plans; and
- Providing advice with respect to risk management best practices and providing guidance and direction to assist in managing risk

#### **RISK MANAGEMENT SPECIALIST FLEXIBLE GRID**

##### **Levels of Expertise**

Senior	<b>Minimum 95 pts</b>
Intermediate	<b>Minimum 70 pts</b>

Junior		Minimum 50 pts
<b>Relevant Education to the Consultant Category</b>		
University (PhD, Graduate, Undergraduate, degree).		35 pts
College or CEGEP Diploma / Certificate.		25 pts
<b>Professional Certification</b>		
Relevant Professional Certification		15 pts
<b>Relevant Experience in Consultant Category</b>		
≥1 yr. and <2 yrs.	12-23 months	10 pts
≥2 yrs. and <4 yrs.	24-47 months	20 pts
≥4 yrs. and <6 yrs.	48-71 months	25 pts
≥6 yrs. and <8 yrs.	72-95 months	35 pts
≥8 yrs. and <10 yrs.	96-119 months	50 pts
≥10 yrs.	120 + months	60 pts

**Flexible Grid – Table**

**3.6 RISK MANAGEMENT SPECIALIST**

	Relevant Education Score	Professional Certification Score	Relevant Experience Score	Total Score
Senior Minimum 95 pts Name: _____				



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## ATTACHMENT 2 TO PART 4, TECHNICAL CRITERIA

### **TECHNICAL CRITERIA**

a) It is recommended that the Bidder include a grid in their proposals, cross-referencing statements of compliance with the supporting data in their proposals. Note: the compliance grid, by and of itself does not constitute demonstrated evidence. The Bidder must submit a detailed CV for each of the proposed resources.

b) Education must have been obtained from a recognized\* Canadian university, college or high school, or the equivalent as established by a recognized\* Canadian academic credentials assessment service, if obtained outside Canada.

\*The list of recognized Canadian academic credentials assessment service providers can be found under the Canadian Information Centre for International Credentials website, at the following Internet link:  
<http://www.cicic.ca/indexe.stm>.

In order to obtain points for education and professional accreditations, the Bidder should include photocopies of certificates. If not provided with the bid, Bidders must provide them upon request and in timeframe stated by the Contracting Authority.

It is recommended that the Bidder also include in the résumés the current level of personnel security held by the proposed resource and their corresponding Canadian Industrial Security Directorate (CISD) file number.

CBSA reserves the right to request references from proposed resources during the evaluation process.

c) The Bidder is advised that only listing experience without providing any supporting data to describe where and how such experience was obtained will not constitute “demonstrated” for the purpose of the evaluation.

d) To demonstrate the experience of personnel (i.e. consultant(s)), the Bidder should provide complete project details as to where, when (month and year) and how (through which activities and responsibilities) the stated qualifications or experience were obtained.

e) The Bidder should provide the following information for each Project Description:

- the project name
- the client organization
- the project dates and duration
- a brief project description
- a brief description of the senior resource’s role
- start and end date

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The Bidder should provide the following information when references are requested:

- Project name
- Client contact information – name, phone number and email
- Objective and outcome of project

Definitions:

Transformation Projects: These projects must demonstrate how the following capabilities were successfully achieved in the proposed Business Architecture: operational management and delivery, project and change management, digital and analytical, communications and public relations.

Large Scale Projects: A project which needs a large number of resources, process changes, assets and money. Project outcomes will impact a large scale group of resources, assets, investments and people and normally reflect investments over a \$10 Million dollar threshold minimally.

f) Experience gained during formal education shall not be considered work experience. All requirements for work experience shall be obtained in a legitimate work environment as opposed to an educational setting. Co-op work terms are considered work experience provided they are related to the required services. If no months or years are stated to indicate when the work experience was obtained, then the experience will not be considered.

g) In the case where the timelines of two or more projects overlap, the duration of the time common to each project will not be counted more than once.

**Mandatory Technical Criteria**

The bid must meet the mandatory technical criteria specified below. The Bidder must provide the necessary documentation to support compliance with this requirement.

Bids which fail to meet the mandatory technical criteria will be declared non-responsive. Each mandatory technical criterion should be addressed separately.

For the purpose of the mandatory technical criteria specified below (MT1, MT2<sup>PB</sup>, MT3<sup>PB</sup>) the experience of the Bidder will be considered. It does not include the parent, subsidiaries or other affiliates of the Bidder, or its subcontractors.

For the purpose of the mandatory technical criteria specified below (MT4, MT5, MT6<sup>PB</sup> MT7<sup>PB</sup> MT8, MT9, MT10, MT11<sup>PB</sup> MT12, MT13, MT14, MT15, MT16, MT17, MT18, MT19<sup>PB</sup> MT20, MT21, MT22, MT23<sup>PB</sup> MT24, MT25, MT26) the experience of the Bidder and its proposed resources will be considered.

CORPORATE REQUIREMENTS		
MANDATORY Criteria	Met/ Not Met	Bidder Description (reference location in bid)
MT1 The Bidder must provide descriptions of ten (10) projects that it has completed that demonstrate that it has developed supporting project gating deliverables and complied with Treasury Board Secretariat (TBS)- recognized Project Gating frameworks for IT-Enabled Projects within ten (10) years from date of bid closing.  Project gating deliverables must include one of the following: <ul style="list-style-type: none"> <li>• Business Cases</li> <li>• Treasury Board Submissions</li> <li>• Outcomes / Benefit Management Plans</li> <li>• Independent Third Party Reviews</li> </ul> Link: <a href="https://www.canada.ca/en/treasury-board-secretariat/services/information-technology-project-management/project-management/guide-project-gating-it-enabled-projects.html">https://www.canada.ca/en/treasury-board-secretariat/services/information-technology-project-management/project-management/guide-project-gating-it-enabled-projects.html</a>  <b><u>References required</u></b>		
MT2 <sup>PB</sup> The Bidder must demonstrate corporate experience within the last five (5) years, from date of bid closing, related to the delivery of two (2) Organizational Project Management Capacity Assessments for organizations with over 1000 employees. This must include: <ul style="list-style-type: none"> <li>• developing performance measurement frameworks and strategies,</li> </ul>		

	<ul style="list-style-type: none"> <li>conducting outcome planning activities, and</li> <li>developing logic models as defined by Treasury Board Secretariat (TBS) guidelines</li> </ul> <p>where the proposed senior resource (Project Executive – Senior) was part of the core project team.</p> <p><b><u>References required</u></b></p>		
MT3 <sup>PB</sup>	<p>The Bidder must demonstrate corporate experience conducting Risk Management activities at the strategic, operational and tactical level for three (3) transformation projects with over 1000 employees or initiatives for Government of Canada or equivalent organizations (e.g. Crown Corporations, Agencies) where the proposed <b>senior resource (Risk Management Specialist – Senior) was part of the core project team.</b></p> <p><b><u>References required</u></b></p>		

PROJECT EXECUTIVE – SENIOR			
MANDATORY Criteria		Met/ Not Met	Bidder Description (reference location in bid)
MT4	<p>The proposed resource must have three (3) years' within the last eight (8) non-overlapping experience in business case development in an IM/IT environment involving investments of over \$100M (including options analysis or feasibility assessments) for a Government of Canada department or agency.</p>		
MT5	<p>The proposed resource must have developed one (1) successful TB submission (approved by TB ministers) for large transformations*, enabled by IM/IT, involving investments over \$100M for a Government of Canada department or agency.</p> <p><i>The submissions can be either preliminary or effective, or gated as per the current TBS Policy on the Management of Projects.</i></p> <p>Link to Policy on Management of Projects: <a href="https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=18229">https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=18229</a></p>		

**PROJECT EXECUTIVE – SENIOR**

MT6 <sup>PB</sup>	<p>The proposed resource must demonstrate experience conducting four (4) risk assessments in an IM/IT environment for a Government of Canada department or agency in accordance with the Project Complexity and Risk Assessment Tool</p> <p>Link: <a href="https://www.canada.ca/en/treasury-board-secretariat/services/information-technology-project-management/project-management/project-complexity-risk-assessment-tool.html">https://www.canada.ca/en/treasury-board-secretariat/services/information-technology-project-management/project-management/project-complexity-risk-assessment-tool.html</a></p>		
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**PROJECT MANAGER – SENIOR**

<b>MANDATORY Criteria</b>	<b>Met/ Not Met</b>	<b>Response</b>
MT7 <sup>PB</sup> The proposed resource must have three (3) years' within the last eight (8) non-overlapping experience developing performance measurement frameworks or performance measurement strategies, as defined by Treasury Board Secretariat (TBS) guidelines.		
MT8 The proposed resource must have three (3) years' within the last eight (8) non-overlapping experience developing logic models within a government context (i.e. federal, provincial, municipal).		
MT9 The proposed resource must have experience conducting Outcomes Planning for two (2) projects in the Government of Canada.		
MT10 The proposed resource must have experience of two (2) projects with Government of Canada organizations, using the new Treasury Board Policy and Directive on Results (effective July 1, 2016) and developing frameworks and applying methodologies to meet the requirements of the policy.		

**RISK MANAGEMENT SPECIALIST – SENIOR**

<b>MANDATORY Criteria</b>		<b>Met/ Not Met</b>	<b>Response</b>
MT11 <sup>PB</sup>	<p>The proposed resource must demonstrate experience conducting Risk Management activities at the strategic, operational and tactical level for three (3) transformation* projects or initiatives for Government of Canada or equivalent organizations (e.g. Crown Corporations, Agencies). For the purpose of this criterion:</p> <ul style="list-style-type: none"> <li>• Risk Management strategic level activities include development, gaining consensus on, and implementing risk management strategies;</li> <li>• Risk Management operational level activities include development, gaining consensus on, and implementing plans; and,</li> <li>• Risk Management tactical level activities include development, review, approval, distribution and monitoring of communications products, training products and other hands-on work relating to organizational change and risk management initiatives.</li> </ul>		
MT12	<p>The proposed resource must demonstrate experience on two (2) client engagements utilizing Risk Management best practices and applying a formally documented Risk Management methodology to deliver Risk Management services such as the development of:</p> <ul style="list-style-type: none"> <li>• Risk Management strategies and Risk Management plans,</li> <li>• Communication and implementation plans.</li> </ul> <p>The Bidder must specify the methodology utilized (e.g. Project Management Institute (PMI) or other proprietary model).</p> <p>A client engagement must be a minimum duration of three months within in the last 6 years to be considered.</p>		
MT13	<p>The proposed resource must have experience on three (3) client projects defining and implementing Treasury Board policies in a Risk Management role.</p>		

**BUSINESS CONSULTANT – SENIOR**

<b>MANDATORY Criteria</b>		<b>Met/ Not Met</b>	<b>Bidder Description (reference location in bid)</b>
MT14	The proposed resource must have experience on two (2) projects preparing a Business Case.		
MT15	The proposed resource must have experience on two (2) projects: 1) developing performance measurement frameworks; 2) creating logic models; 3) conducting outcomes planning or developing performance measurement strategies.		
MT16	The proposed resource must demonstrate five (5) years of experience within the last eight (8) in assessing organizational capabilities (i.e. processes, people, etc.) within the context of a transformation* project for a Government of Canada organization.		
MT17	The proposed resource must demonstrate experience on three (3) projects briefing Senior Management at the Director General Level (or equivalent) and above.		
MT18	The proposed resource must possess a professional certification in a relevant field from a recognized industry association. The bidder should include a copy of the certificate (s) to demonstrate.		

**BUSINESS ANALYST – SENIOR**

<b>MANDATORY Criteria</b>		<b>Met/ Not Met</b>	<b>Bidder Description (reference location in bid)</b>
MT19 <sup>PB</sup>	The proposed resource must demonstrate they have completed two (2) projects in the last seven (7) years where they have conducted business process analysis and business process mapping within a Government of Canada department/agency/crown corporation.		
MT20	The proposed resource must have experience on one(1) project: 1) developing performance measurement frameworks; 2) logic models; 3) outcomes planning or performance measurement strategies.		

**BUSINESS ANALYST – SENIOR**

MT21	The proposed resource must demonstrate experience on two (2) projects briefing Senior Management at the Director Level (or equivalent) or above.		
MT22	The proposed resource should have a professional certification in a relevant field from a recognized industry association. The bidder should include a copy of the certificate (s) to demonstrate.		

**BUSINESS ARCHITECT – SENIOR**

<b>MANDATORY Criteria</b>		<b>Met/ Not Met</b>	<b>Bidder Description (reference location in bid)</b>
MT23 <sup>PB</sup>	The proposed resource must demonstrate they have completed two (2) projects in the last seven (7) years where they have developed and implemented a business capabilities plan within a Government of Canada department/agency/crown corporation.		
MT24	The proposed resource must have experience on one (1) project wherein the resource performed the following tasks: 1) developing a governance structure; 2) designed capability models; 3) business transformation strategies; 4) implementation of a business transformation plan.		
MT25	The proposed resource must demonstrate experience on two (2) projects briefing Senior Management at the Director Level (or equivalent) or above.		
MT26	The proposed resource must have a degree or professional certification in a relevant field from a recognized industry association. The bidder should include a copy of the certificate (s) to demonstrate.		



**Point Rated Technical Criteria**

Bids which meet all the mandatory technical criteria will be evaluated and scored as specified in the tables inserted below.

Bids which fail to obtain the required minimum number of points specified will be declared non-responsive. Each point rated technical criterion should be addressed separately.

For the purpose of the point rated technical criteria specified below (RT1 to RT15) the experience of the Bidder and its proposed resources will be considered.

RATED REQUIREMENT-CORPORATE		POINTS	BIDDER DESCRIPTION (REFERENCE LOCATION IN BID)
RT1	<p>The Bidder should demonstrate that it has experience on two (2) projects, providing independent IT Project Review professional services to conduct a review in accordance with the methodology and approach as set out in Treasury Board Secretariat (TBS)' the Independent Reviewer's Handbook.</p> <p>The Bidder must specify the type of review that was conducted under each project (i.e. full review/health check).</p> <p>Handbook: <a href="https://www.canada.ca/en/treasury-board-secretariat/services/information-technology-project-management/project-management/independent-reviewers-handbook.html">https://www.canada.ca/en/treasury-board-secretariat/services/information-technology-project-management/project-management/independent-reviewers-handbook.html</a></p> <p><b><u>References required</u></b></p>	<p>5 points            Per project to a maximum of 10 points</p>	
<b>Maximum Points Available</b>		<b>10</b>	<b>Pass Mark - 5 points</b>

RATED REQUIREMENT-PROJECT EXECUTIVE		POINTS	BIDDER DESCRIPTION (REFERENCE LOCATION IN BID)
RT2	<p>The proposed resource should have experience additional to the mandatory requirement in the TSPS flexible grid:</p> <ul style="list-style-type: none"> <li>- 10+ to 15 years of experience with a recognized professional certification = 5 points</li> <li>- 15+ to 25 years of experience with a recognized professional certification = 10 points</li> <li>- 25+ years of experience with a recognized professional certification = 20 points</li> </ul> <p>Recognized professional certifications can include, but is not limited to Business Administration or Information Technology sectors such as Project Management, Accounting, IT, Commerce, Risk Management or other recognized industry standards.</p>	<p>20</p>	

RATED REQUIREMENT-PROJECT EXECUTIVE		POINTS	BIDDER DESCRIPTION (REFERENCE LOCATION IN BID)
RT3	The proposed resource should have three (3) years experience, within the last eight (8) in: in, business casedevelopment in an IM/IT environment involving investments of over \$100M (including options analysis and/or feasibility assessments) for a Government of Canada department or agency. - 1+ to 3 years = 5 points - 3+ to 5 years = 10 points - 5+ to 6 years = 15 points - 6+ years = 20 points	20	
RT4	The proposed resource should have experience developping successful TB submissions (approved by TB ministers) for large IM/IT projects involving investments of over \$100M for a Government of Canada department or agency. - 1 successful TB submissions = 5 points - 2 to 3 successful TB submissions = 10 points - 4+ successful TB submissions = 20 points	20	
RT5	The proposed resource should have experience conducting risk assessments in an IM/IT environment for a Government of Canada department or agency - 1 to 3 risk assessments = 5 points - 4 to 7 risk assessments = 10 points - 8+ risk assessments = 20 points	20	
RT6	The proposed resource should demonstrate experience briefing senior management at the ADM level for a Government of Canada department or agency. - 1 to 2 briefings = 5 points - 3 to 4 briefings = 10 points - 5+ briefings = 20 points	20	
RT7	The proposed resource should have accreditation as a Certified Management Consultant (CMC). The bidder should include a copy of the certificate.	10	
<b>Maximum Points Available</b>		<b>110</b>	<b>Pass Mark - 75 points</b>

RATED REQUIREMENT-PROJECT MANAGER		POINTS	BIDDER DESCRIPTION (REFERENCE LOCATION IN BID)
RT8	The proposed resource should demonstrate five (5) years' experience working in a project assurance capacity for IT-	10	

<b>RATED REQUIREMENT-PROJECT MANAGER</b>		<b>POINTS</b>	<b>BIDDER DESCRIPTION (REFERENCE LOCATION IN BID)</b>
	<p>enabled Government of Canada projects* acquired in the last ten (10) years.</p> <p>The proposed resource should demonstrate they have performed the following:</p> <ul style="list-style-type: none"> <li>a) Financial management duties, including forecasting and budgeting; and</li> <li>b) Management of project mapping, projections, stakeholder relations (i.e. negotiations)</li> </ul> <p>*For a project to qualify it must have a total project value greater than \$10 Million.</p> <p><b><u>References required</u></b></p> <ul style="list-style-type: none"> <li>- 5 years = 5 points</li> <li>- 1 point for every additional year up to 10 years</li> </ul> <p>10 points available with a minimum of 5 total required</p>		
RT9	<p>The proposed resource should have 5 years' experience in the last 10 years conducting reviews, pertaining to project management processes and procedures developed and implemented according to the Treasury Board Policy on the Management of Projects, located at: <a href="https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=18229">https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=18229</a></p> <p><b><u>References required</u></b></p> <ul style="list-style-type: none"> <li>- 5 + to 6 years = 5 points</li> <li>- 6+ to 8 years = 8 points</li> <li>- 8+ to 10 years = 10 points</li> </ul>	10	
RT10	<p>The proposed resource should possess a recognized benefits management certificate (i.e. Prince2 or equivalent). The bidder should include a copy of the certificate.</p>	10	
	<b>Maximum Points Available</b>	<b>30</b>	<b>Pass Mark – 20 points</b>

RATED REQUIREMENT-RISK MANAGEMENT		POINTS	BIDDER DESCRIPTION (REFERENCE LOCATION IN BID)
RT11	<p>The bidder should demonstrate that the proposed resource holds any of the following designations appropriate for the function:</p> <ul style="list-style-type: none"> <li>• CMA</li> <li>• CPA</li> <li>• CA</li> <li>• CGA</li> <li>• CIA</li> <li>• CGAP</li> <li>• CISA</li> </ul> <p>The Bidder should provide proof of certification.</p>	<p>10 points per designation</p> <p><b>/10 points</b></p>	
RT12	<p>The bidder should demonstrate that the proposed resource has experience, within the last 10 years as of bid closing, developing risk assessments, including providing recommendations and advice to Senior Management, on clearing a Final Audit Report.</p> <p><b>Senior Management</b> is defined as EX-01 and above in the Canadian federal government and Senior Executive in the private sector.</p>	<p>10+ assessments = 10 points</p> <p>8 + to 10 assessments = 8 points</p> <p>6 + to 8 assessments = 6 points</p> <p>4 + to 6 assessments = 4 points</p> <p>2+ to 4 assessments = 2 points</p> <p>Less than 2 assessments = 0 points</p> <p><b>/10 points</b></p>	
RT13	<p>The bidder should demonstrate that the proposed resource has experience, within the last 10 years as of bid closing, making presentations to senior management concerning risks associated with audit and review engagement projects.</p>	<p>6+ projects = 25 points</p> <p>4-5 projects = 15 points</p>	

RATED REQUIREMENT-RISK MANAGEMENT		POINTS	BIDDER DESCRIPTION (REFERENCE LOCATION IN BID)
	<p><b>Senior Management</b> is defined as EX-01 and above in the Public Sector and Vice-President and above in the private sector.</p>	<p>2-3 projects = 5 points</p> <p>Less than 2 projects = 0 points</p> <p><b>/25 points</b></p>	
	<b>Maximum Points Available</b>	<b>45</b>	<b>Pass Mark – 30 points</b>

RATED REQUIREMENT-BUSINESS ANALYST		POINTS	BIDDER DESCRIPTION (REFERENCE LOCATION IN BID)
RT14	<p>The proposed resource should demonstrate five (5) years' experience working in a project assurance capacity for IT-enabled Government of Canada projects acquired in the last ten (10) years.</p> <p>The proposed resource should demonstrate they have performed the following:</p> <ul style="list-style-type: none"> <li>c) Financial management duties, including forecasting and budgeting; and</li> <li>d) Management of project mapping, projections, stakeholder relations (i.e. negotiations)</li> </ul> <p>For a project to qualify it must have a total project value greater than \$10 Million.</p> <p><b>References required</b></p> <ul style="list-style-type: none"> <li>- 5 years = 5 points</li> <li>- 1 point for every additional year up to 10 years</li> </ul> <p>10 points available with a minimum of 5 total required</p>	10	
RT15	<p>The proposed resource should demonstrate they have been responsible for the analysis of current state business processes and development of future business</p>	10	

RATED REQUIREMENT-BUSINESS ANALYST		POINTS	BIDDER DESCRIPTION (REFERENCE LOCATION IN BID)
	<p>process models on two (2) large scale projects* within the last ten (10) years from date of bid closing.</p> <p><b><u>References required</u></b></p> <p>-2 projects = 7 points</p> <p>1 point for each additional project up to a maximum of 10 points.</p>		
RT16	<p>The proposed resource should demonstrate experience identifying opportunities for performance improvement such as new business processes, new business flows, or change from previous approaches on two (2) large scale* projects within the last ten (10) years from date of bid closing.</p> <p><b><u>References required</u></b></p> <p>-2 projects = 7 points</p> <p>1 point for each additional project up to a maximum of 10 points.</p>	10	
	<b>Maximum Points Available</b>	<b>30</b>	<b>Pass Mark – 20 points</b>

RATED REQUIREMENT-BUSINESS CONSULTANT		POINTS	BIDDER DESCRIPTION (REFERENCE LOCATION IN BID)
RT17	<p>The Bidder should demonstrate that the proposed resource has experience providing strategic advice related to and/or conducting assessments of large scale* IT projects (&gt;\$10 Million) in accordance with the methodology set out in the TBS Standard for Organizational Project Management Capacity.</p> <p><b><u>References required</u></b></p>	10	

RATED REQUIREMENT-BUSINESS CONSULTANT		POINTS	BIDDER DESCRIPTION (REFERENCE LOCATION IN BID)
RT18	<p>The Bidder should demonstrate that the proposed resource has experience providing status reviews (written or oral) to the Client Project Authority.</p> <p>This includes status advice and recommendations of milestones against target schedule. It should also demonstrate progress against schedules and provide all identified project risks and recommendations.</p> <p><b><u>References required</u></b></p> <p>- 1+ to 3 years = 5 points            - 3+ to 5 years = 10 points</p>	10	
RT19	<p>The proposed resource must demonstrate a minimum of five (5) years within the last eight (8) years of experience in assessing organizational capabilities (i.e. processes, people, etc.) within the context of a transformation project for the Government of Canada.</p>	5 years = 5 points  *Each additional year = 1 point to a maximum of 5 points for total of up to /10 points Maximum	
	<b>Maximum Points Available</b>	<b>30</b>	<b>Pass Mark – 20 points</b>

#	RATED REQUIREMENT-BUSINESS ARCHITECT	POINTS	BIDDER DESCRIPTION (REFERENCE LOCATION IN BID)
RT20	<p>The proposed resource should have experience developing and applying business transformation design and architecture on two (2) large scale* projects.</p> <p><b><u>References required</u></b></p> <p>- 1 project = 0 points            - 2 projects 7 points</p> <p>*1 additional project up to a maximum of 3 projects = 1 point per project - Up to a maximum of 10 points</p>	10	
RT21	<p>The proposed resource should have provided strategic advice and guidance in establishing the Business Architecture on large Government of Canada Transformation Projects* including defining the processes to Senior Management within the last ten (10) years from the date of bid closing.</p> <p><b><u>References required</u></b></p> <p>- 5 years = 5 points            - 5+ to 8 years = 8 points            - 8+ to 10 years = 10 points</p>	10	
RT22	<p>The proposed resource should demonstrate they have created key performance indicators and produced strategic management recommendations/updates and project analysis for two (2) large scale projects valued at &gt;\$10 Million for the Government of Canada within the last ten (10) years from date of bid closing.</p> <p><b><u>References required:</u></b></p> <p>- 5 years = 5 points            - 5+ to 8 years = 8 points            - 8+ to 10 years = 10 points</p>	10	
	<b>Maximum Points Available</b>	<b>30</b>	<b>Pass Mark – 20 points</b>



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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 and Additional Information Required with the Bid

#### 5.1.1 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 Forms for the Integrity Regime website (<http://www.tpsgc-pwgsc.gc.ca/ci-if/declaration-eng.html>), to be given further consideration in the procurement process.

#### 5.1.2 Additional Certifications Required with the Bid

The Bidder must provide with its bid the required additional certifications included in Attachment 1 to Part 5, Additional Certifications Required with the Bid.

### 5.2 Certifications and Information Required Precedent to Contract Award

The required certifications and additional information below should be submitted with the bid but may be submitted afterwards. If the required certifications and additional information are not submitted with the bid, the Contracting Authority will inform the Bidder of a time frame within which they must be submitted by the Bidder. Failure to provide the required certifications and additional information within the time frame specified will render the bid non-responsive.

#### 5.2.1 Integrity Provisions – Required Documentation

In accordance with the section titled Information to be provided when bidding, contracting or entering into a real property agreement of the [Ineligibility and Suspension Policy](#) (<http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html>), the Bidder must provide the required documentation, as applicable, to be given further consideration in the procurement process.

#### 5.2.2 Federal Contractors Program for Employment Equity - Bid Certification

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

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

Canada will also have the right to terminate the Contract for default if a Contractor, or any member of the Contractor if the Contractor is a Joint Venture, appears on the "FCP Limited Eligibility to Bid List" during the period of the Contract.

The Bidder must provide the Contracting Authority with a completed Federal Contractors Program for Employment Equity certification before contract award. If the Bidder is a Joint Venture, the Bidder must provide the Contracting Authority before contract award with a completed Federal Contractors Program for Employment Equity certification for each member of the Joint Venture. Attachment 1 to Part 5, Additional Certifications Precedent to Contract Award, includes a copy of the certification to provide.

### **5.2.3 Additional Certifications Required Precedent to Contract Award**

The required additional certifications to provide are included in Attachment 1 to Part 5, Additional Certifications Required Precedent to Contract Award.

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## ATTACHMENT 1 TO PART 5 ADDITIONAL CERTIFICATIONS REQUIRED PRECEDENT TO CONTRACT AWARD

### 1. Federal Contractors Program For Employment Equity - Certification

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

For further information on the Federal Contractors Program for Employment Equity visit the [Employment and Social Development Canada \(ESDC\) - Labour's website](https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html) (<https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html>).

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

Instructions to the Bidder: Complete both A and B.

A. Instructions to the Bidder: Check only one of the following:

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

or

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

B. Instructions to the Bidder: Check only one of the following:

- B1. The Bidder is not a Joint Venture.

or

- 
- ( ) B2. The Bidder is a Joint venture. **Instructions to the Bidder: Refer to the Joint Venture section of the Standard Instructions. If the Bidder is a Joint Venture, it must provide the Contracting Authority before contract award with a completed Federal Contractors Program for Employment Equity certification for each member of the Joint Venture.**

## 2. 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.

## 3. Education and Experience

The Bidder certifies that all the information provided in the résumés and supporting material submitted with its bid, particularly the information pertaining to education, achievements, experience and work history, has been verified by the Bidder to be true and accurate. Furthermore, the Bidder warrants that every individual proposed by the Bidder for the requirement is capable of performing the Work described in the resulting contract.

## **PART 6 – SECURITY AND OTHER REQUIREMENTS**

### **6.1 Security Requirement**

6.1.1 Before award of a contract, the following conditions must be met:

- a. the Bidder must hold a valid organization security clearance as indicated in Part 7 - Resulting Contract Clauses;
- b. the Bidder's proposed individuals requiring access to classified or protected information, assets or sensitive work sites must meet the security requirement as indicated in Part 7 - Resulting Contract Clauses;
- c. the Bidder must provide the name of all individuals who will require access to classified or protected information, assets or sensitive work sites;

### **6.2 Insurance Requirements**

The Bidder must provide a letter from an insurance broker or an insurance company licensed to operate in Canada stating that the Bidder, if awarded a contract as a result of the bid solicitation, can be insured in accordance with the Insurance Requirements specified in Annex D.

If the information is not provided in the bid, the Contracting Authority will so inform the Bidder and provide the Bidder with a time frame within which to meet the requirement. Failure to comply with the request of the Contracting Authority and meet the requirement within that time period will render the bid non-responsive.

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## 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.

#### 7.1.1 Optional Goods or Services, or both

The Contractor grants to Canada the irrevocable option to acquire the goods, services or both described at Annex A of the Contract under the same conditions and at the prices and/or rates stated in the Contract. The option may only be exercised by the Contracting Authority and will be evidenced, for administrative purposes only, through a contract amendment.

The Contracting Authority may exercise the option at any time before the expiry of the Contract by sending a written notice to the Contractor.

#### 7.1.2 Additional Resources Process

1. The Project Authority will provide the Contractor with the request via email to acquire additional resource(s).
2. The request to acquire additional resource(s) will contain details such as, the number of required additional resource(s), the preferred start date and a description of the major tasks to be performed.
3. The Contractor must provide the Project Authority, within 5 calendar days of its receipt, the qualifications and experience of the proposed additional resource(s). Each additional resource(s) will be assessed against the flexible grid criteria and point rated criteria as applicable, at Appendix 1 of the Statement of Work in Annex A. If the required number of additional resource(s) cannot be fully met by the Contractor, the required resources will be procured using another method of procurement.

#### 7.1.3 Task Authorization

**A.** Work described at Annex A, Statement of Work, will be performed under the Contract on an “as and when requested basis”.

**B.** With respect to the Work mentioned under paragraph A of this clause,

1. an obligation will come into force only when the Contractor receives a Task Authorization (TA), inclusive of any revisions, authorized and issued in accordance with this clause, and only to the extent designated in the authorized TA;
2. the TA Authority and limit will be determined in accordance with paragraph C of this clause;
3. the Contractor must not commence work until a TA, inclusive of any revisions, has been authorized and issued in accordance with the Contract. The Contractor acknowledges that work performed before a TA, inclusive of any revisions, has been authorized and issued in accordance with the Contract will be done at the Contractor’s own risk and expense;

4. the task description, inclusive of any revisions, included in an authorized TA must fall within the scope of the Statement of Work, in Annex A; and
5. the TA, inclusive of any revisions, will be authorized under the Contract through the use of Annex E Task Authorization Form. An authorized TA is a completed Annex E signed by the TA Authority.

**C. TA Authority and Limit**

The Project Authority may authorize individual TAs, inclusive of any revisions, the sole applicable Contract basis of payment of which is Limitation of Expenditure up to a limit of \$400,000.00 Applicable Taxes extra. Any TA the total value of which would exceed that limit or any revision to a previously authorized TA that would increase the TA total value above that limit, or any revisions to any previously authorized TA the applicable Contract basis of payment of which is firm lot price must be authorized by the Contracting Authority before issuance to the Contractor.

**D.** The authority specified under paragraph C of this clause is granted subject to the sum specified in the Contract under clause 7.6.2 (Canada's Total Liability, Cumulative Total of all authorized TAs not being exceeded).

**E. TA Process**

For each task or revision of a previously authorized task, the Project Authority will provide the Contractor with a request to perform a task prepared using Annex E Task Authorization Form, containing as a minimum:

- the task or revised task description of the Work required, including:
  - the details of the activities or revised activities to be performed;
  - a description of the deliverables or revised deliverables to be submitted; and
  - a schedule or revised schedule indicating completion dates for the major activities or submission dates for the deliverables, or both, as applicable;
- 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 task;

**F.** Within 5 calendar days of its receipt of the request, the Contractor must provide the Project Authority with a signed and dated response prepared and submitted using the TA form received from the Project Authority, containing as a minimum:

1. the total estimated cost proposed for performing the task or, as applicable, revised task;
2. a breakdown of that cost in accordance with Annex B; and
3. for each resource proposed by the Contractor for the performance of the Work required:

the name of the proposed resource;  
the resume of the proposed resource; and  
a demonstration that the proposed resource meets:  
the Contract security requirements.

**G. TA Authorization**

1. The TA Authority will authorize the TA based on:

- 
- the request submitted to the Contractor pursuant to paragraph F of this clause;
  - the Contractor's response received, submitted pursuant to paragraph F of this clause; and
  - the agreed total estimated cost for performing the task or, as applicable, revised task.

#### H. Minimum Work Guarantee - All the Work - Authorized TAs

1. "Maximum Contract Value" means the sum specified in Contract clause 7.6.2 (Canada's Total Liability, Cumulative Total of all authorized TAs); and "Minimum Contract Value" means a fixed amount of \$5,000.00.
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 I.3 of this clause. In consideration of such obligation, the Contractor agrees to stand in readiness throughout the Contract period to perform the Work. Canada's maximum liability for Work requested in authorized TAs, performed by the Contractor and accepted by Canada 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 cost of the Work requested in authorized TAs, performed by the Contractor and accepted by Canada.
4. Canada will have no obligation to the Contractor under this clause if Canada terminates the Contract in whole or in part for default.

#### I. Periodic Usage Reports - Contracts with TAs

1. The Contractor must compile and maintain detailed and current data on its performance of Work required and requested under TAs (inclusive of any revisions) authorized and issued under the Contract.
2. No later than 15 calendar days after the end of each of the reporting periods below, the Contractor must submit to the Contracting Authority and Project Authority a periodic usage report containing, in an electronic spreadsheet (such as MSOffice Excel), the data elements specified in paragraphs J.3 and J.4 of this clause in the order they are presented. Where at the end of a reporting period, no changes are required to be made to the data contained in the periodic usage report submitted for the previous period, the Contractor must submit a "NIL" report to the Contracting Authority and Project Authority.

The reporting periods are defined as follows:

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

3. For each TA authorized and issued under the Contract, the data must contain the following data elements in the order presented:

- the TA number appearing on the TA form;
- the date the task was authorized appearing on the TA form;



- 
- the total estimated cost of the task (Applicable Taxes extra) before any revisions appearing on the TA form;
  - the following information appearing on the TA form must be included for each authorized revision, starting with revision 1, than 2, etc:
    - the TA revision number;
    - the date the revision to the task was authorized;
    - the authorized increase or decrease (Applicable Taxes extra);
    - the total estimated cost of the task (Applicable Taxes extra) after authorization of the revision;
    - the total cost incurred for the task (as last revised, as applicable), Applicable Taxes extra;
    - the total cost incurred and invoiced for the task (as last revised, as applicable), Applicable Taxes extra;
    - the total amount of Applicable Taxes invoiced;
    - the total amount paid, Applicable Taxes included;
    - the start and completion date of the task (as last revised, as applicable); and
    - the active status (i.e., the percentage of the work completed) of the task (as last revised, as applicable) with an explanation (as applicable).

4. For all TAs authorized and issued under the Contract, the data must contain the following data elements in the order presented:

- the sum (Applicable Taxes extra) specified in clause 7.6.2, Canada's Total Liability, Cumulative Total of all Authorized TAs, as last amended;
- the total cost incurred for all authorized tasks inclusive of any revisions, Applicable Taxes extra;
- the total cost incurred and invoiced for all authorized tasks inclusive of any revisions, Applicable Taxes extra;
- the total amount of Applicable Taxes invoiced for all authorized tasks inclusive of any revisions; and
- the total amount paid for all authorized tasks inclusive of any revisions, Applicable Taxes extra.

#### J. Administration of the TA Process – Canada Border Services Agency

The administration of the TA process will be carried out by CBSA. This process includes: monitoring, controlling and reporting on expenditures of the Contract to the Contracting Authority.

### 7.2 Standard Clauses and Conditions

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

#### 7.2.1 General Conditions

2035 (2020-05-28), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

#### 7.2.2 Inspection and Acceptance

The Project Authority is the Inspection Authority. All reports, deliverable items, documents, goods and all services rendered under the Contract are subject to inspection by the Inspection Authority or representative. Should any report, document, good or service not be in accordance with the requirements of the Statement of Work and to the satisfaction of the Inspection Authority, as submitted, the Inspection

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Authority will have the right to reject it or require its correction at the sole expense of the Contractor before recommending payment.

### 7.2.3 Non-Disclosure Agreement

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

## 7.3 Security Requirement

### SECURITY REQUIREMENT FOR CANADIAN SUPPLIER: Common-PS-SRCL #19

**7.3.1** The following security requirement (SRCL and related clauses provided by the [Contract Security Program](#) apply and form part of the Contract:

1. The Contractor/Offeror must, at all times during the performance of the Contract/Standing Offer/Supply Arrangement, hold a valid Facility Security Clearance at the level of Secret, issued by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC)
2. The Contractor/Offeror personnel requiring access to protected/classified information, assets or sensitive work site(s) must EACH hold a valid personnel security screening at the level of **Reliability Status, Confidential** or **Secret** as required, granted or approved by CISD/PWGSC
3. The Contractor/Offeror must not remove any protected/classified information from the identified work site(s), and the Contractor/Offeror must ensure that its personnel are made aware of and comply with this restriction
4. Subcontracts which contain security requirements are not to be awarded without the prior written permission of CISD/PWGSC
5. The Contractor/Offeror must comply with the provisions of the:
  - a. Security Requirements Check List and security guide (if applicable), attached at Annex
  - b. Industrial Security Manual (Latest Edition)

## 7.4 Term of Contract

### 7.4.1 Period of the Contract

The period of the Contract is from date of Contract to three years 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 two additional one year period(s) 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 15 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.

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### 7.4.3 Termination on Thirty Days Notice

Canada reserves the right to terminate the Contract at any time in whole or in part by giving thirty (30) calendar days written notice to the Contractor.

In the event of such termination, Canada will only pay for costs incurred for services rendered and accepted by Canada up to the date of the termination. Despite any other provision of the Contract, there will be no other costs that will be paid to the Contractor as a result of the termination.

## 7.5 Authorities

### 7.5.1 Contracting Authority

The Contracting Authority for the Contract is:

Name: Robin St-Louis

Title: Supply Specialist

Public Works and Government Services Canada

Acquisitions Branch

Directorate: Professional Services Procurement Directorate

Address: 10 Wellington Street, 5<sup>th</sup> Floor

Telephone: 613-858-6185

E-mail address: robin.st-louis@tpsgc-pwgsc.gc.ca

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

### 7.5.2 Project Authority

The Project Authority for the Contract is:

(Fill in at time of contract award.)

The Project 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 Project Authority; however, the Project 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.

### 7.5.3 Contractor's Representative

(Fill in at time of contract award.)

## 7.6 Payment

### 7.6.1 Basis of Payment

#### 7.6.1.1 Authorized TA

##### Firm Price TA

In consideration of the Contractor satisfactorily completing all of its obligations under the authorized TA, the Contractor will be paid the firm lot price specified in the authorized TA, determined in accordance with the basis of payment in Annex A. Customs duties are included and applicable taxes are extra.

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Canada will not pay the Contractor for any design changes, modifications or interpretations of the Work specified in the authorized TA, unless they have been authorized, in writing, by the Contracting Authority before their incorporation into the Work specified in the authorized TA.

### **TA subject to a Limitation of Expenditure**

The Contractor will be paid for its costs reasonably and properly incurred in the performance of the Work specified in the authorized TA in accordance with the basis of payment in Annex A to the limitation of expenditure specified in the authorized TA.

Canada's total liability to the Contractor under the authorized TA must not exceed the limitation of expenditure specified in the authorized TA. Customs 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 TA resulting from any design changes, modifications or interpretations of the Work specified in the authorized TA will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been authorized, in writing, by the TA Authority before their incorporation into the Work specified in the authorized TA. The Contractor must not perform any work or provide any service that would result in Canada's total liability being exceeded before obtaining the written authorization of the TA Authority. The Contractor must notify the TA Authority in writing as to the adequacy of this sum:

- (a) when it is 75 percent committed, or
- (b) four (4) months before the final delivery date specified in the authorized TA, or
- (c) as soon as the Contractor considers that the authorized TA funds are inadequate for the completion of the Work specified in the authorized TA,

whichever comes first.

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

### **7.6.2 Canada's Total Liability**

- A. Canada's total liability to the Contractor under the Contract for all authorized TAs, inclusive of any revisions, must not exceed the sum of \$ \_\_\_\_\_ (insert amount at contract award). Customs duties are included and the applicable taxes are extra.
- B. 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.
- C. The Contractor must notify the Contracting Authority, in writing, as to the adequacy of this sum:
  - 1. when it is 75 percent committed, or
  - 2. four (4) months before the Contract expiry date, or
  - 3. as soon as the Contractor considers that the sum is inadequate for the completion of the Work requested in all authorized TAs inclusive of any revisions, the applicable basis of payment of which is limitation of expenditure contract clause 7.6.1, TA subject to a Limitation of Expenditure],

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whichever comes first.

- D. 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.

### **7.6.3 Method of Payment**

The following methods of payment will form part of the authorized TA

#### **Single Payment**

Canada will pay the Contractor upon completion and delivery of the Work in accordance with the payment provisions of the Contract if:

- a. an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b. all such documents have been verified by Canada;
- c. the Work delivered has been accepted by Canada.

#### **Monthly Payments**

Canada will pay the Contractor on a monthly basis for work performed during the month covered by the invoice in accordance with the payment provisions of the Contract if:

- a. an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b. all such documents have been verified by Canada;
- c. the Work performed has been accepted by Canada.

### **7.6.4 SACC Manual Clauses**

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

### **7.6.5 Electronic Payment of Invoices - Contract**

The Contractor accepts to be paid using any of the following Electronic Payment Instruments:

- a. Direct Deposit (Domestic and International);

### **7.6.6 Discretionary Audit**

C0705C (2010-01-11), Discretionary Audit

## **7.7 Invoicing Instructions**

1. The Contractor must submit invoices in accordance with the section entitled "Invoice Submission" of the general conditions. Invoices cannot be submitted until all work identified in the invoice is

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completed.

Each invoice must be supported by:

- a. a copy of time sheets to support the time claimed;
  - b. a copy of the release document and any other documents as specified in the Contract;
  - c. a copy of the invoices, receipts, vouchers for all direct expenses, and all travel and living expenses;
  - d. a copy of the monthly progress report.
2. Invoices must be distributed as follows:
- a. The original and one (1) copy must be forwarded to the address shown on page 1 of the Contract for certification and payment.  
OR
  - b. One (1) copy must be forwarded to the Contracting Authority identified under the section entitled "Authorities" of the Contract.

## **7.8 Certifications and Additional Information**

### **7.8.1 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.

### **7.8.2 Federal Contractors Program for Employment Equity - Default by the Contractor**

The Contractor understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Contractor and Employment and Social Development Canada (ESDC)-Labour, the AIEE must remain valid during the entire period of the Contract. If the AIEE becomes invalid, the name of the Contractor will be added to the Federal Contractors Program (FCP) for employment equity "FCP Limited Eligibility to Bid List" available at the bottom of the page of the [Employment and Social Development Canada \(ESDC\) - Labour's](https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html#) website (https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html#). The imposition of such a sanction by ESDC will constitute the Contractor in default as per the terms of the Contract.

date (year-month-day) Canadian Content Certification

### **7.9 Applicable Laws**

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

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## 7.10 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;
- (b) the general conditions 2035 ( 2020-05-28), General Conditions - Higher Complexity - Services;
- (d) Annex A, Statement of Work;
- (e) Annex B, Basis of Payment;
- (f) Annex C, Security Requirements Check List;
- (g) Annex D, Insurance Requirements;
- (h) the signed Task Authorizations (including all of its annexes, if any); and
- (i) the Contractor's bid dated \_\_\_\_\_

## 7.11 Insurance Requirements

The Contractor must comply with the insurance requirements specified in Annex D. The Contractor must maintain the required insurance coverage for the duration of the Contract. Compliance with the insurance requirements does not release the Contractor from or reduce its liability under the Contract.

The Contractor is responsible for deciding if additional insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any additional insurance coverage is at the Contractor's expense, and for its own benefit and protection.

The Contractor must forward to the Contracting Authority within ten (10) days after the date of award of the Contract, a Certificate of Insurance evidencing the insurance coverage and confirming that the insurance policy complying with the requirements is in force. Coverage must be placed with an Insurer licensed to carry out business in Canada. The Contractor must, if requested by the Contracting Authority, forward to Canada a certified true copy of all applicable insurance policies.

## 7.12 No Responsibility to Pay for Work not performed due to Closure of Government Offices

Where the Contractor, its employees, subcontractors, or agents are providing services on government premises under the Contract and those premises are inaccessible because of the evacuation, closure of government offices or there are enhanced measures to restrict access to government premises and as a result no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if there had been no evacuation, closure or restricted access.

If, as a result of any strike or lock-out, the Contractor or its employees, subcontractors or agents cannot obtain access to government premises and, as a result, no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if the Contractor had been able to gain access to the premises.

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## ANNEX A, STATEMENT OF WORK

### 1.0 Title: Business, Leadership and Change Management Professional Services for Canada Border Services Agency - National Capital Region (NCR)

#### 2.0 Objective

The Information, Science and Technology Branch (ISTB) of the Canada Border Services Agency (CBSA) requires a variety of business consulting, risk management and project leader professional resource services. These professional services must facilitate Government of Canada business processes, strategic planning requirements, change management initiatives and benefits management opportunities to be integrated into ISTB's business and strategic planning requirements.

The purpose of these services is to augment capacity in the planning and execution of departmental Information Management/Information Technology (IM/IT) initiatives managed by the Information, Science and Technology Branch (ISTB) team on an as and when required basis. The specific work involves providing key support, knowledge, recommendations and strategic planning for senior leadership for new and ever evolving business requirements.

These professional services are required to provide expert level advice, support and thought leadership in specific programs interdepartmentally and with other stakeholders accountable for IM/IT initiatives. This includes, but is not limited to, implementation suggestions, identification of road maps for way forward, expertise/guidance on evolving mandates and risk initiatives, provide resource capacity measurement, business case development, project guidance, change management to support CBSA's renewal and professional services on critical business requirements on an as and when required basis. This will ensure a third party independent view required to provide feedback, monitoring and expertise/recommendations to ensure the strategic component of projects and business initiatives progresses as required.

#### 3.0 Background

CBSA is responsible for providing integrated services supporting national security and public safety priorities while facilitating the free flow of people and goods. CBSA manages this priority through its design, development, implementation and ongoing support of IM/IT tools and systems at the Agency, while maintaining the integrity and availability of all technology infrastructures and applications.

ISTB provides delivery of technology products, applications and services to meet business needs while investing in modern IT infrastructure to maintain, build on and innovate current and future IM/IT Agency initiatives. Currently, CBSA, including CBSA is going through an agency wide reorganization. This requires extensive business and project management expertise. As the development of the branch begins, work on a client support model is just beginning. The evolution of this branch includes developing a new reorganization and change management model to be integrated with other divisions in the agency.

Working with various partners, e.g. Treasury Board Secretariat (TBS), Canada Revenue Agency CRA, and SSC, CBSA ensures all required IM/IT initiatives are strategically aligned with operational requirements and are delivered on time, on budget and in accordance with objectives. CBSA is seeking business professional services on an as and when required basis to provide critical key support for these initiatives.



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## 4.0 Scope of the Work

The Contractor must provide risk management and business consulting professional services on an as and when required basis in the National Capital Region (NCR) as initiated through Task Authorizations. Projects may be in any of the following stages: inception, identification, in the midst of work, proof of concept, pilot, or delivery using traditional and agile methodologies.

The Requirement is for Business Consulting with experience in Government of Canada policies and directives, project management methodologies, processes and relevant frameworks. Business process re-engineering will move manual processes for each project to more standardized risk-based processes and project alignment. Identification, development and implementation of new frameworks, policies, standards and other business best practices will be required.

ISTB would like to integrate benefits management into its project management practices through frameworks, strategies and processes as appropriate. Benefits management is a practice used to track and manage the benefits identified through the delivery of projects, by defining the program and operational key performance indicators (KPI's), understanding and standardizing the data that drives the KPIs, learning from their evaluation and then optimizing the organization through change. The professional services required under this contract will include, but not be limited to the support and delivery of the changes required to enable the management of benefits in ISTB's project management environment including the monitoring of benefits.

The following resources are required for this contract.

### **Stream 2 – Business Consulting/Change Management Stream**

- 2.1 – Business Analyst – Senior**
- 2.3 – Business Consultant – Senior**
- 2.8 – Business Architect - Senior**

### **Stream 3 – Project Management Services Stream**

- 3.2 – Project Manager - Senior**
- 3.3 – Project Leader/Executive – Senior**
- 3.6 – Risk Management Specialist – Senior**

## 5.0 Tasks

The Contractor must provide support for business consulting, change management and project executive professional services on an as and when required basis as initiated through Task Authorizations (TAs).

Tasks will include, but not be limited to the following:

### **Business Analyst**

The required services may include, but are not limited to the following:

- Advising Senior Management on a range of issues affecting the organization's ability to achieve the project's business objectives
- Identifying opportunities for organizational improvement
- Assisting in the prioritization and assignment of organizational improvements
- Developing and/or implementing an organizational improvement plan, business plan, policies and standards

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- Making recommendations and providing advice for improvements and assisting in developing solutions, scenarios and implementing recommendations
  - Preparing and presenting findings, 30and other relevant matters
  - Collecting and analyzing information and presenting findings on complex issues, carrying out or coordinating research as required and preparing reports
  - Identifying and researching best practices
  - Processing problems into solutions or new opportunities/initiatives
  - Analyzing, advising on, and implementing business processes, strategies and functions
  - Advising on business decisions
  - Preparing and advising on contracts structure and enforcement
  - Leading and managing various business systems and process improvements (for example, initiating redesign to promote increased efficiencies and reduce overall costs, implementing improvements to automation of process)
  - Recognizing market factors and adapting business decisions to the context of the organization's sector and industry
  - Implementing and advising on measures to mitigate risk
  - Facilitating **Joint Application Development (JAD)** session and acting as facilitator during workshops
  - Translating the business requirements into System/Functional requirements
  - Analyzing and documenting the business requirements and delivering work products through the life cycle
  - Assessing the organization's capacity/capability to undertake and successfully deliver t an initiative or a change
  - Consulting stakeholders (individually or by means of facilitating group sessions) to identify comprehensive business requirements
  - Documenting business requirements for all stakeholders
  - Providing support in analyzing, evaluating and controlling risks, especially related to requirements
  - Managing the implementation of an organizational improvement plan to identify, analyze, plan, track and control organizational improvements on a continuous basis; and
  - Performing Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis when producing a business case to determine whether further investment in a project is warranted.

## **Business Consultant**

The required services may include, but are not limited to the following:

- Specifying the organization's objectives, developing policies, standards and plans to achieve objectives
- Advising Senior Management on a range of issues affecting the organization's ability to achieve the business objectives
- Identifying opportunities for, assisting in the prioritization of, and assignment of organizational improvement
- Developing and/or managing the implementation of an organizational improvement plan to identify, analyze, plan, track and control organizational improvements on a continuous basis
- Making recommendations and providing advice for improvements and assisting in developing solutions and implementing recommendations
- Collecting and analyzing information and presenting findings on complex issues, carrying out or coordinating research as required and preparing reports
- Defining and producing business requirement document
- Coaching on business
- Assisting stakeholders with understanding their strategic goals

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- Analyzing stakeholder's business objectives and recommending and developing solutions to address their business problem
  - Implementing and evaluating cross-functional decisions that will enable an organization to achieve its objectives
  - Assessing the organization's capacity/capability to undertake and successfully deliver an initiative or a change
  - Defining, developing and implementing business strategies and plans
  - Examining the link between the goals of the organization and how the work is performed to achieve those objectives at strategic and operational levels
  - Processing problems into solutions or new opportunities/initiatives, identifying and researching best practices
  - Performing Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis; and
  - Developing Mission and Vision statements.

### **Business Architect**

The required services may include, but are not limited to the following:

- Developing policies and rules that allow an organization to carry out its mandate and functional responsibilities, and that govern the organization's actual and planned capabilities in terms of data, human resources, communication facilities and management responsibilities
- Conducting an assessment of the project's business architecture, process and performances
- Recommending changes to improve operational performance
- Ensuring consistency and integration with the organization's and government architectures and business strategies
- Evaluating the feasibility of the architecture and technologies related to a business change
- Developing principles of operation and concept of operations
- Identifying risks associated with the architecture and technologies and recommending risk mitigation
- Advising Senior Management on trends and emerging technologies and their impact on the organization's and government architectures and business strategies
- Recommending alternative solutions, methodologies and strategies
- Assisting in the prioritization and assignment of architectural improvements
- Managing the development and implementation of an architectural improvement plan; and
- Coaching, mentoring and training the organization on business architecture.

### **Project Manager**

The required services may include, but are not limited to the following:

- Planning and coordinating project management activities including financial, planning and contracting aspects
- Planning and organizing a project management office
- Giving briefings on progress and concerns of project
- Coordinating and preparing documentation in response to scheduled and unscheduled reports, returns and observations to update management on project progress
- Planning and coordinating the activities of project personnel, internal customers, contractors and other support providers
- Preparing formal work breakdown structure and compliance charts
- Producing draft plans and sections for incorporation into the Project Implementation Plan

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- Preparing draft evaluation plans, criteria and evaluation schedules
  - Developing, planning, analyzing, evaluating and prioritizing deliverables and requirements
  - Defining and documenting development team objectives
  - Determining and obtaining budgetary requirements, composition, roles, responsibilities and terms of reference for the team
  - Planning, directing and controlling the activities of a project team within scheduled time and cost parameters
  - Monitoring the design, implementation and operations start up of the project against established goals, objectives and milestones
  - Reporting progress of the project on an ongoing basis and at scheduled points in the life cycle
  - Meeting with stakeholders and other project managers and stating problems in a form capable of being solved
  - Preparing plans, charts, tables and diagrams to assist in analyzing or displaying problems
  - Working with a variety of project management tools
  - Formulating and managing project plans by defining deliverables, identifying key milestones, reviewing project progress, and engaging in ongoing risk management
  - Coordinating and directing project team(s) in order to meet project objectives for content, quality, costs, and schedules
  - Ensuring management staff is provided with timely and accurate project information and status updates
  - Developing project control and reporting procedures and managing changes in operational plan
  - Conducting post project reviews/lessons learned
  - Contributing to the organization's strategic and business planning initiatives (for example, identifying strategic goals and objectives and implementing initiatives to achieve them, Policy Development, Standards Development and Program Review)
  - Assuming leadership at the appropriate phases of planning, action, and evaluation
  - Recognizing and taking action on opportunities to combine professional resources through partnering arrangements (for example, multi-disciplinary practices)
  - Contributing to development of organizational vision and mission; and
  - Coordinates, drafts and prepares for signature formal project documents and reports.

### **Project Leader/Executive**

The required services may include, but are not limited to the following:

- Assessing the organization's capacity/capability to undertake and successfully deliver a project in the context of the overall program or portfolio program or portfolio priorities through strategic planning
- Advising Senior Management on a range of issues affecting the organization's ability to achieve the project's business objectives
- Assisting in the prioritization and assignment of projects within the program/portfolio
- Managing several Senior Project Managers, each responsible for an element of the project/program/portfolio and its associated team (for example project and financial management)
- Meeting with organizational executives to ensure all organizational (internal and external) stakeholders are committed to moving forward on the project (for example opportunity evaluation)
- Formulating statements of problems; establishing procedures for the development and implementation of significant, new or modified project, program or portfolio elements to solve these problems, and obtaining approval thereof
- Managing the implementation of a project/program/portfolio to identify, analyze, plan, track and control progress on a continuous basis

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- Making recommendations and providing advice for improvements and assisting in developing solutions and implementing recommendations (for example policy development and standards development)
  - Preparing and presenting findings, status and other relevant matters
  - Overseeing the development of a Project Business Case (for example business planning and program review)
  - Managing Program changes in accordance with the change management process
  - Motivating the team to ensure commitment to the program's objectives specifying the general requirements of the project
  - Developing project alternatives and identifying their administrative, economic, and technical feasibility and practicality associated policy and organizational change requirements
  - Planning, directing, and controlling the activities of a project team within scheduled time and cost parameters
  - Producing overall project plans and obtaining approval of preliminary analysis
  - Updating and providing briefings to upper management on progress and concerns of the project.

### **Risk Management Specialist**

The required services may include, but are not limited to the following:

- Conducting risk assessments and evaluating potential risk and losses
- Identifying project and procurement risks
- Reviewing and auditing claims
- Recommending alternative solutions, methodologies and strategies for risk mitigation and management
- Assisting in prioritization and assignment of risks
- Assisting in the development and/or implementation of Risk Management Plans
- Developing and managing the implementation of Risk Management Plans (safety programs) to identify, analyze, plan, track, evaluate and control project risks on a continuous basis throughout the project life cycle
- Coaching, mentoring and training project teams in risk mitigation techniques
- Developing and implementing business continuity plans
- Developing crisis and emergency communication and/or management planning strategies
- Reviewing the organization's insurance and risk management programs and making recommendations regarding coverage improvements, administration, loss control and financing mechanisms
- Providing leadership and support to the design, implementation and evaluation of clients products/services performance measures, risk management and risk mitigation strategies
- Documenting process improvements
- Preparing reports for internal or external publication (Corporate Services, Policy, Communications)
- Liaising with and interviewing stakeholders, as required, to obtain, clarify and exchange information, in-order to co-ordinate and manage the Risk Assessment Process
- Identifying, confirming and documenting the risk tolerance for the process, project, program, or strategic risk and using this tolerance to guide all analysis, assessment and recommendations undertaken or produced
- Identifying, confirming and documenting the objectives and priorities specific to the process, project, program or strategic direction being assessed, feasibility studies
- Identifying relevant risks and opportunities (including, but not limited to, economic, political, operational, legal, reputation, technical, organizational, accounting, banking and social risks) that threaten the objectives and priorities

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- Utilizing both quantitative and qualitative techniques, as appropriate, to assess the likelihood that a risk event will occur; and/or the impact if the risk event occurs
  - Recommending a ranked-order for risks and opportunities identified
  - Recommending and documenting suggested Risk Responses necessary to manage the likelihood and/or impact of the identified risks
  - Performing Control Risk Assessments and analysis, which may include statistical sampling and analysis of existing controls
  - Assisting with the on-going monitoring of risk and assisting with the implementation of risk response/mitigation strategies
  - Preparing draft and finalized risk assessments, briefing notes, presentations and papers related to risk management, and developing and updating risk management plans; and
  - Providing advice with respect to risk management best practices and providing guidance and direction to assist in managing risk.

### 5.1 Common Tasks for All Work Streams

Other common tasks may include, but are not limited to the following:

- Define scope and metrics for dashboards and scorecards
- Support the design, build, and operationalization of dashboards and scorecards and also consider ability to automate by leveraging existing and new technologies
- Support engagement with other sectors and peers as to dashboard requirements
- Design processes to ensure the sustainability and evolution of dashboards and other management tools
- Develop a performance management framework and define associated standards and tools

And in addition for all categories the tasks will include, but not be limited to the following:

- Planning and coordinating project management activities including planning/coordination/guidance and process aspects;
- Working with a variety of stakeholders, provide expert best practice advice/solutions for PMSL projects;
- Provision of documentation such as Statement of Requirements (SOR), project plans, feasibility reports, schedules, project management plans, risk management plans and lessons learned;
- Formulating and managing the project plans by defining deliverables, identifying and providing resources, identifying key milestones, reviewing project progress against milestones, and engaging ongoing risk management;
- Developing and maintaining systems for the management and control of requirements on projects in a manner compatible with client standards and guidelines. This includes communications and consultations with various stakeholders in the process;
- Support of the Project Authority to oversee initiatives within CCSD and on various IM/IT initiatives;
- Support of the Project Authority to oversee the change management process for requirements;
- Provide monthly project progress reports;
- Conducting stakeholder meetings; and
- Working with project teams and other stakeholders, manage the requirements on projects.

On an as- and when-required basis, the key activities to be performed within any work stream may include:

1. Reviewing strategic documents and making necessary adjustments to target pain points and reduce barriers and challenges;

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2. Identifying potential changes in the technology service delivery environment, including partnership opportunities both within and outside ISTB;
  3. Researching relevant organizations to identify leading practices and lessons learned related to modern border management;
  4. Developing appropriate strategies, plans, recommendations, considerations, and tools and templates to improve service delivery;
  5. Reviewing and aligning the necessary governance, processes, and procedures for effective service delivery – such as providing alignment to CBSA/ISTB Priorities, Integrated Business Plan (IBP), Investment Technology Plan (ITP), CBSA Operational Plan and DPR's.
  6. Develop governance processes
  7. Developing a roadmap for the future and documenting high-level implementation considerations and timeframe; and
  8. Providing analysis and advice in the execution of activities.

## 6.0 Deliverables

The Contractor must provide the following deliverables as specified in the Task Authorization issued, which can include, but are not limited to:

- Benefits management strategy
- Benefits management performance monitoring strategy
- Cost Optimization Report
- End User Device Rationalization Implementation Plan
- Benefits management implementation plan
- TBS submissions
- Directives, templates, tools and other document necessary to perform benefits management
- Training and training material
- Senior Executive Reporting (such as Dashboards)/Scorecards
- Funding Tracking – Management Reports (Projects, funding and programs)
- Capacity planning report
- Risk assessment report
- Pilot and pilot report
- Completed templates/tools to be used as example
- Presentations and/or other communication products
- Guidance, advice and knowledge transfer reports and papers
- Significant accomplishments Report showing all activities completed during the previous period.
- Planned Activities Report showing all activities planned for the next period.
- Unplanned Activities showing all activities completed which were not planned for the period.
- Risks, Issues and Mitigation Report identifying all risks and issues, with probability of occurrence, impact, and measures applied to mitigate the risks.
- Monthly status report
- Business Cases
- Treasury Board Submissions
- Outcomes / Benefit Management Plans
- Independent Third Party Reviews
- Organizational Project Management Capacity Assessments
- Logic Model
- Performance Measurement Strategies

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Project **gating deliverables** should adhere to the following standards:  
<https://www.canada.ca/en/treasury-board-secretariat/services/information-technology-project-management/project-management/guide-project-gating-it-enabled-projects.html>

NOTE: Project Reviews should be in accordance with the TBS Handbook on Project Management Reviews at:  
<https://www.canada.ca/en/treasury-board-secretariat/services/information-technology-project-management/project-management/independent-reviewers-handbook.html>

Deliverables must be submitted in hard and soft copies in the appropriate formats (e.g. MS Project or MS Office Suite applications) or Adobe PDF as identified in the TA. All electronic deliverables must comply with departmental software standards, currently MS Office Suite or Adobe PDF latest version. Where required, CBSA will provide the Contractor with the required forms and templates to meet these standards.

All documents developed and/or updated by each of the Contractor's resources must be provided to the Project Authority for review, approval and signature (as required).

## **7.0 Client Support**

The Client will provide all documentation and information necessary for the Work.

## **8.0 Language Requirements**

While proposed resources must be fluent in English, there may be a requirement for specific resources to be fluent in both official languages, which will be specified in the TA.

## **9.0 Work Location**

The Contractor's resources will be required to work onsite at CBSA site offices or offsite in the National Capital Region (NCR), which will be identified in the Task Authorization.

CBSA will provide, subject to security requirements, and only to the specified resource personnel, access to identified databases or applications residing on CBSA computers or networks for the sole purpose of executing tasks associated with this Contract. CBSA, at its sole discretion, will identify the nature and characteristics of such access.



## ANNEX B, BASIS OF PAYMENT

### A- Contract Period (From \_\_\_\_ to \_\_\_\_ )

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

#### 1.0 Professional Fees

The Contractor will be paid all inclusive fixed time rates as follows:

	TSPS Stream and Category	All-Inclusive Firm Per Diem Rate (In CAD \$)	Number of Resources Required	Volumetric data (in days)	Total (in CAD \$)
<b>1</b>	<b>Contract Period 1: From Contract Award to one year later</b>				C= A x B
1a	2.1 Business Analyst - Senior	\$	1	220	\$
1b	2.4 Business Consultant – Senior	\$	1	220	\$
1c	2.8 Business Architect – Senior	\$	1	220	\$
1d	3.2 Project Manager - Senior	\$	1	220	\$
1e	3.3 Project Leader/Executive - Senior	\$	1	220	\$
1f	3.6 Risk Management Specialist - Senior	\$	1	220	\$

	TSPS Stream and Category	All-Inclusive Firm Per Diem Rate (In CAD \$)	Number of Resources Required	Volumetric data (in days)	Total (in CAD \$)
<b>2</b>	<b>Contract Period 2: From expiry of Contract Period 1 to one year later</b>				C= A x B
2a	2.1 Business Analyst - Senior	\$	1	220	\$
2b	2.4 Business Consultant – Senior	\$	1	220	\$
2c	2.8 Business Architect – Senior	\$	1	220	\$
2d	3.2 Project Manager - Senior	\$	1	220	\$
2e	3.3 Project Leader/Executive - Senior	\$	1	220	\$
2f	3.6 Risk Management Specialist - Senior	\$	1	220	\$

	TSPS Stream and Category	All-Inclusive Firm Per Diem Rate (In CAD \$)	Number of Resources Required	Volumetric data (in days)	Total (in CAD \$)
<b>3</b>	<b>Contract Period 3: From expiry of Contract Period 2 to one year later</b>				C= A x B
3a	2.1 Business Analyst - Senior	\$	1	220	\$
3b	2.4 Business Consultant – Senior	\$	1	220	\$
3c	2.8 Business Architect – Senior	\$	1	220	\$
3d	3.2 Project Manager - Senior	\$	1	220	\$
3e	3.3 Project Leader/Executive - Senior	\$	1	220	\$
3f	3.6 Risk Management Specialist - Senior	\$	1	220	\$

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 all-inclusive fixed daily rate must be prorated to reflect the actual time worked.

**Total Estimated Cost of Professional Fees:** \$ \_\_\_\_\_ (insert amount at contract award)

**“B- Option to Extend the Term of the Contract**

This section is only applicable if the option to extend the Contract is exercised by Canada.

During the extended period of the Contract specified below, the Contractor will be paid as specified below to perform all the Work in relation to the Contract extension.

**B-1 Extended Contract Period (From \_\_\_\_\_ to \_\_\_\_\_)**

	TSPS Stream and Category	All-Inclusive Firm Per Diem Rate (In CAD \$)	Number of Resources Required	Volumetric data (in days)	Total (in CAD \$)
<b>4</b>	<b>Option Period 1: From expiry of Contract Period 3 to one year later</b>				C= A x B
4a	2.1 Business Analyst - Senior	\$	1	125	\$
4b	2.4 Business Consultant – Senior	\$	1	125	\$
4c	2.8 Business Architect – Senior	\$	1	125	\$
4d	3.2 Project Manager - Senior	\$	1	125	\$
4e	3.3 Project Leader/Executive - Senior	\$	1	125	\$
4f	3.6 Risk Management Specialist - Senior	\$	1	125	\$

	TSPS Stream and Category	All-Inclusive Firm Per Diem Rate (In CAD \$)	Number of Resources Required	Volumetric data (in days)	Total (in CAD \$)
<b>5</b>	<b>Option Period 2: From expiry of Option Period 1 to one year later</b>				C= A x B
5a	2.1 Business Analyst - Senior	\$	1	125	\$
5b	2.4 Business Consultant – Senior	\$	1	125	\$
5c	2.8 Business Architect – Senior	\$	1	125	\$
5d	3.2 Project Manager - Senior	\$	1	125	\$
5e	3.3 Project Leader/Executive - Senior	\$	1	125	\$
5f	3.6 Risk Management Specialist - Senior	\$	1	125	\$

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 all-inclusive fixed daily rate must be prorated to reflect the actual time worked.

## ANNEX C, SECURITY REQUIREMENTS CHECK LIST

COMMON-PS-SRCL#19



Government of Canada  
 Gouvernement du Canada

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

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

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

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**PART A (continued) / PARTIE A (suite)**

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets?  
 Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS?  No / Non  Yes / Oui  
 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?  No / Non  Yes / Oui

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

- |                                                                             |                                                                  |                                                      |                                                                  |
|-----------------------------------------------------------------------------|------------------------------------------------------------------|------------------------------------------------------|------------------------------------------------------------------|
| <input checked="" type="checkbox"/> RELIABILITY STATUS<br>COTE DE FIABILITÉ | <input checked="" type="checkbox"/> CONFIDENTIAL<br>CONFIDENTIEL | <input checked="" type="checkbox"/> SECRET<br>SECRET | <input type="checkbox"/> TOP SECRET<br>TRÈS SECRET               |
| <input type="checkbox"/> TOP SECRET- SIGINT<br>TRÈS SECRET - SIGINT         | <input type="checkbox"/> NATO CONFIDENTIAL<br>NATO CONFIDENTIEL  | <input type="checkbox"/> NATO SECRET<br>NATO SECRET  | <input type="checkbox"/> COSMIC TOP SECRET<br>COSMIC TRÈS SECRET |
| <input type="checkbox"/> SITE ACCESS<br>ACCÈS AUX EMBLEMES                  |                                                                  |                                                      |                                                                  |

Special comments:  
 Commentaires spéciaux : \_\_\_\_\_

NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided.  
 REMARQUE : Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.

10. b) May unscreened personnel be used for portions of the work?  
 Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail?  No / Non  Yes / Oui  
 If Yes, will unscreened personnel be escorted?  
 Dans l'affirmative, le personnel en question sera-t-il escorté?  No / Non  Yes / Oui

**PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)**

INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS

11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises?  
 Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS?  No / Non  Yes / Oui

11. b) Will the supplier be required to safeguard COMSEC information or assets?  
 Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC?  No / Non  Yes / Oui

**PRODUCTION**

11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises?  
 Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ?  No / Non  Yes / Oui

**INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF A LA TECHNOLOGIE DE L'INFORMATION (TI)**

11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data?  
 Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS?  No / Non  Yes / Oui

11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency?  
 Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale?  No / Non  Yes / Oui

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

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

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

**SUMMARY CHART / TABLEAU RÉCAPITULATIF**

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

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

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

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

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

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## ANNEX D, INSURANCE REQUIREMENTS

1. The Contractor must obtain Commercial General Liability Insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature, but for not less than \$2,000,000 per accident or occurrence and in the annual aggregate.

2. The Commercial General Liability policy must include the following:

- a. Additional Insured: Canada is added as an additional insured, but only with respect to liability arising out of the Contractor's performance of the Contract. The interest of Canada should read as follows: Canada, as represented by Public Works and Government Services Canada.
- b. Bodily Injury and Property Damage to third parties arising out of the operations of the Contractor.
- c. Products and Completed Operations: Coverage for bodily injury or property damage arising out of goods or products manufactured, sold, handled, or distributed by the Contractor and/or arising out of operations that have been completed by the Contractor.
- d. Personal Injury: While not limited to, the coverage must include Violation of Privacy, Libel and Slander, False Arrest, Detention or Imprisonment and Defamation of Character.
- e. Cross Liability/Separation of Insureds: Without increasing the limit of liability, the policy must protect all insured parties to the full extent of coverage provided. Further, the policy must apply to each Insured in the same manner and to the same extent as if a separate policy had been issued to each.
- f. Blanket Contractual Liability: The policy must, on a blanket basis or by specific reference to the Contract, extend to assumed liabilities with respect to contractual provisions.
- g. Employees and, if applicable, Volunteers must be included as Additional Insured.
- h. Employers' Liability (or confirmation that all employees are covered by Worker's compensation (WSIB) or similar program)
- i. Broad Form Property Damage including Completed Operations: Expands the Property Damage coverage to include certain losses that would otherwise be excluded by the standard care, custody or control exclusion found in a standard policy.
- j. Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of policy cancellation.
- k. If the policy is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
- l. Litigation Rights: Pursuant to subsection 5(d) of the Department of Justice Act, S.C. 1993, c. J-2, s.1, if a suit is instituted for or against Canada which the Insurer would, but for this clause, have the right to pursue or defend on behalf of Canada as an Additional Named Insured under the insurance policy, the Insurer must promptly contact the Attorney General of Canada to agree on the legal strategies by sending a letter, by registered mail or by courier, with an acknowledgement of receipt.

For the province of Quebec, send to:

Director Business Law Directorate,  
Quebec Regional Office (Ottawa),  
Department of Justice,  
284 Wellington Street, Room SAT-6042,  
Ottawa, Ontario, K1A 0H8

For other provinces and territories, send to:

Senior General Counsel,  
Civil Litigation Section,  
Department of Justice

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234 Wellington Street, East Tower  
Ottawa, Ontario K1A 0H8

A copy of the letter must be sent to the Contracting Authority. Canada reserves the right to co-defend any action brought against Canada. All expenses incurred by Canada to co-defend such actions will be at Canada's expense. If Canada decides to co-defend any action brought against it, and Canada does not agree to a proposed settlement agreed to by the Contractor's insurer and the plaintiff(s) that would result in the settlement or dismissal of the action against Canada, then Canada will be responsible to the Contractor's insurer for any difference between the proposed settlement amount and the amount finally awarded or paid to the plaintiffs (inclusive of costs and interest) on behalf of Canada.

3. The Contractor must obtain Errors and Omissions Liability (a.k.a. Professional Liability) insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature but for not less than \$1,000,000 per loss and in the annual aggregate, inclusive of defence costs.

4. If the policy is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.

5. The following endorsement must be included:

Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of cancellation.

## ANNEX E, TASK AUTHORIZATION FORM

<b>Contract Number</b>	At STEP 1 a, enter the PWGSC resulting contract number.
<b>Task Authorization (TA) Number</b>	Instructions to the TA Authority: Enter the number here.
<b>Contractor's Name and Address</b>	
Instructions to the TA Authority: Enter the name and address here.	
Total Estimated Cost of Task (Applicable Taxes extra) before any revisions:	\$_____ Instructions to the TA Authority: Enter the amount here.
<b>TA Revisions Previously Authorized</b>	
Instructions to the TA Authority: the information for the previously authorized revisions must be presented in ascending order of assigned revision numbers (the first revision must be identified as No. 1, the second as No. 2, etc ). If no increase or decrease was authorized, enter \$0.00. Add rows, as needed	
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$_____ Instructions to the TA Authority: Enter the amount here, as applicable.
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$_____ Instructions to the TA Authority: Enter the amount here, as applicable.
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$_____ Instructions to the TA Authority: Enter the amount here, as applicable.
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$_____ Instructions to the TA Authority: Enter the amount here, as applicable.
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$_____ Instructions to the TA Authority: Enter the amount here, as applicable.
<b>New TA Revision</b>	
Instructions to the TA Authority: the first revision must be identified as No. 1, the second as No. 2, etc. If no increase or decrease is authorized, enter \$0.00.	
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$_____ Instructions to the TA Authority: Enter the amount here, as applicable.
Total Estimated Cost of Task (Applicable Taxes extra) after this revision:	\$_____ Instructions to the TA Authority: Enter the amount here, as applicable.
<b>Contract Security Requirements (as applicable)</b>	
This task includes security requirements. At STEP 1 a): check the applicable boxes.	
<input type="checkbox"/> No <input type="checkbox"/> Yes. Refer to the Security Requirements Checklist (SRCL) annex of the Contract.	
Remarks: At STEP 1 a), 2a) or 3, enter the remarks, if any, or enter : "N/A".	
<b>Required Work</b>	
Instructions to the TA Authority: The content of sections A, B, C and D below must be in accordance with the Contract. To view the instructions for Section A, click on the hyperlink.	



**SECTION A – Task Description of the Work Required** [Instructions for Section A](#)

**SECTION B – Applicable Basis of Payment** [Instructions for Section B](#)

**SECTION C - Cost Breakdown of Task** [Instructions for Section C](#)

**SECTION D- Applicable Method of Payment** [Instructions for Section D](#)

**Authorization - Authorization**

**By signing this TA, the Project Authority or the PWGSC Contracting Authority or both, as applicable, certify (ies) that the content of this TA is in accordance with the Contract.**

**En apposant sa signature sur cette AT, le chargé de projet ou l'autorité contractante de TPSGC ou, s'il y a lieu, les deux atteste(nt) que le contenu de cette AT respecte les conditions du contrat.**

Name of Project Authority - Nom du chargé de projet \_\_\_\_\_

Signature \_\_\_\_\_

Date \_\_\_\_\_

Name of PWGSC Contracting Authority -  
Nom de l'autorité contractante de TPSGC \_\_\_\_\_

Signature \_\_\_\_\_

Date \_\_\_\_\_

**Contractor's Signature - Signature de l'entrepreneur**

Sollicitation No. - N° de l'invitation

47419-218907

Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.

File No. - N° du dossier

Buyer ID - Id de l'acheteur

020zq

CCC No./N° CCC - FMS No./N° VME

Name and title of individual authorized to sign for the Contractor  
Nom et titre de la personne autorisée à signer au nom de l'entrepreneur

Signature \_\_\_\_\_

Date \_\_\_\_\_

---

## ANNEX F, NON-DISCLOSURE AGREEMENT

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

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

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

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

\_\_\_\_\_

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date