



SHARED SERVICES CANADA

Invitation to Qualify

for the Procurement Process for

WORKPLACE TECHNOLOGY DEVICES (WTD)

PRINTING PRODUCTS

Invitation to Qualify No.	10047402/A	Date	July 6 th , 2016
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Closing Date and Time	2016/08/03 2:00 PM	
Time Zone	Eastern Standard Time (EST)	
Destination of Goods/Services	Not applicable – Pre-Qualification Process Only	
Email Address for Submitting your Response by the Closing Date	SSC.consultation-consultation.SPC@canada.ca	
Comment	This document contains a security requirement	



**INVITATION TO QUALIFY (ITQ)
WORKPLACE TECHNOLOGY DEVICES (WTD)
PRINTING PRODUCTS
FOR
SHARED SERVICES CANADA**

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Forms:

- Form 1 - ITQ Submission Forms
- Form 2 - OEM Certification Form

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- Annex A Procurement Process
- Annex B WTD Printing Products – Detailed Overview of the Requirement
- Annex C Glossary and Definition of Terms
- Annex D Draft Security Requirements Check List
- Annex E Draft Resulting Contract Clauses

List of Attachments to Part 4 (Evaluation Procedures)

Attachment 4.1 WTD Evaluation Framework and Process



INVITATION TO QUALIFY (ITQ) WORKPLACE TECHNOLOGY DEVICES (WTD) PRINTING PRODUCTS FOR SHARED SERVICES CANADA

PART 1 GENERAL INFORMATION

1.1 Introduction

Phase 1 of Procurement Process: This Invitation to Qualify (ITQ) is the first phase of a procurement process by Shared Services Canada (SSC) for Workplace Technology Devices (WTD) Printing Products (the “**Project**”). Suppliers are invited to pre-qualify in accordance with the terms and conditions of this ITQ in order to become “**Qualified Respondents**” for any later phases of the procurement process. Only up to 5 Qualified Respondents will be permitted to bid on any subsequent solicitation issued as part of the procurement process.

Further Evaluation of Qualified Respondents: Even though certain suppliers may be pre-qualified by Canada as a result of this ITQ, Canada reserves the right to re-evaluate any aspect of the qualification of any Qualified Respondent at any time during the procurement process.

ITQ is not a Bid Solicitation: This ITQ process is not a solicitation of bids or tenders. No contract will be awarded as a result of the activities during the ITQ phase. Canada reserves the right to cancel any of the preliminary requirements included as part of the Project at any time during the ITQ phase or any other phase of the procurement process. Given that the ITQ process may be partially or completely cancelled by Canada, it may not result in any of the subsequent procurement processes described in this document. Respondents and Qualified Respondents may withdraw from the procurement process at any time. Therefore, suppliers who submit a response can choose not to bid on any subsequent solicitation.

Below are the intended phases of the solicitation process. Each phase is briefly described in the attached Annex A

Solicitation Process	
ITQ	Qualification Phase
Review and Refine Requirements (RRR)	Only the Qualified Respondents will have an opportunity to enhance their understanding of the WTD Printing Products requirements
Bid solicitations (Request for Proposal and/or Request For Standing Offer and/or Request For Supply Arrangement)*	Only the Qualified Respondents can submit a bid

1.1.1 WTD – Printing Products currently consists of 2 Streams: 1) Print Advisory Services and 2) Manage Print Services. This ITQ deals solely with Managed Print Services. Print Advisory Services will follow a separate procurement process and suppliers should refer to BuyandSell.gc.ca for further information.

1.1.2 Respondents are not permitted to be on the procurement vehicles for both streams. Respondents have to choose to be either a Print Advisory Services provider or a Managed Print Services provider. Respondents are not precluded to respond to this Stream, however, if they are awarded as a result of subsequent solicitation(s), they will not be considered in the Print Advisory Services Stream

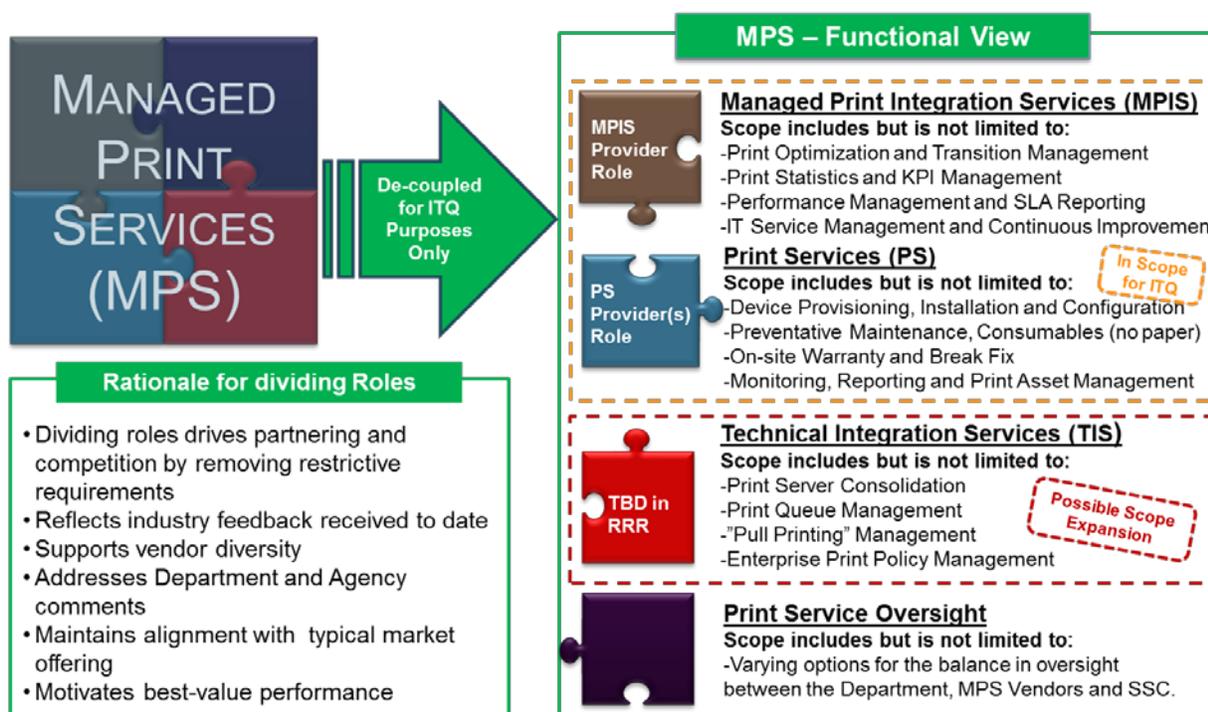


1.1.3 Managed Print Services - SSC will provide its clients with Managed Print Services. SSC will evaluate respondents on the combination of 2 sets of individual Mandatory and Rated Criteria for the following roles:

- a) Managed Print Integration Services (MPIS) Provider:
These criteria focus on the experience, expertise and scale of a service provider to deliver managed services for print devices including key experience in managing a fleet of numerous devices, in providing IT service management, reporting and governance to name a few.
- b) Print Services (PS) Provider:
These criteria focus on the experience, expertise and scale of a service provider to provide on-site services for Print Devices. A subset of the experience evaluated is the number of devices deployed, geographical coverage and the network in place to support devices. Based on industry feedback, not all Print Services providers offer managed print services. Therefore, this approach allows for the inclusion of service providers that are specializing in on-site printing services to align and respond together with MPIS providers for this ITQ.

The roles are depicted in Figure 1 - Managed Print Services Roles

Figure 1 - Managed Print Services Roles



For team composition rules, see sections 2.4 and 3.1.6.

1.1.4 This procurement targets integrators, Managed Print Service providers, value added resellers and Print Manufacturers.

1.1.5 Canada reserves the right, in its sole discretion, to run a second qualification round among the unsuccessful Respondents if, in Canada's opinion, the first qualification round results in an insufficient number of Qualified Respondents.

If Canada determines that unsuccessful Respondents will be given a second opportunity to qualify, Canada will provide written information to all unsuccessful Respondents for WTD Printing



Products on the same day regarding the reasons they were unsuccessful during the first qualification round.

Any Respondent who does not qualify as a result of any second qualification round conducted by Canada will not be given another opportunity to participate or be re-evaluated for the subsequent phases of this procurement process.

The ITQ is divided into the following parts:

- Part 1 **General Information:** provides a general description of the requirement;
- Part 2 **Respondent Instructions:** provides the instructions, clauses and conditions applicable to the ITQ;
- Part 3 **Response Preparation Instructions:** provides suppliers with instructions on how to prepare their response;
- Part 4 **Evaluation Procedures and Basis of Qualification:** indicates how the responses will be evaluated and the basis of qualification;
- Part 5 **Certifications:** includes the certifications to be provided.

1.2 Overview of the Requirement

Overview of Requirement:

The Government of Canada (GC) launched the Workplace Technology Devices (WTD) initiative in April 2013, under the leadership of Shared Services Canada (SSC). Through this initiative, SSC is mandated to consolidate, standardize and transform the procurement of workplace technology devices and related software for over 90 in-scope federal organizations. In so doing, SSC is:

- a) improving service delivery and end-user productivity,
- b) strengthening the government's security posture, and
- c) reducing costs and generating value for the Crown.

This ITQ is for WTD Printing Products and related services. For clarity, WTD Printing Products refers to printers and scanners that connect directly to a computing device or a network, as well as Multi-Function Devices (MFD) that combine printing, scanning, photocopying and faxing.

WTD Printing Products Initial technical requirements will align with the categories and sub-categories of the current National Master Standing Agreement (NMSO) for Imaging Hardware (NMSO EZ107-120003).

The end-state vision for the WTD Printing Products is to achieve a secure, standard print environment for the GC that incorporates the latest technologies, while improving the end-user experience and productivity, delivering cost efficiencies, and reducing the environmental impact by providing:

- a) An optimized print environment where end users have access to the right printer with the right features in the right place at the right time, balancing cost versus convenience;
- b) A flexible, simple and secure service offering with capabilities such as mobile printing and pull printing;
- c) A consistent and high quality service, where delivery is driven by service levels and key performance indicators;



- d) A continuous service improvement program with ongoing reductions in print volumes by introducing print analytics, technology such as pull printing, and re-engineered business processes; and,
- e) Immediate benefits realization.

Acknowledging the complexity of the current print environment in the GC and the associated challenges in achieving the end-state vision, SSC's service strategy proposes offering a choice of the following three service delivery options to support SSC and its clients in moving towards the end-state vision:

- a) **Catalogue for Print Devices, Media and Software:** For SSC and its clients that have operational requirements to continue procuring and self-managing print devices, the WTD Printing Products service will make this option available to them and also to those who may require additional time to start the transformation to the end-state vision. This offering can also be utilized to procure devices to satisfy exceptions and special needs.
- b) **Managed Print Services (MPS):** For SSC and its clients who want to make a first step toward an MPS, the WTD Printing Products service will offer them an option to subscribe to a MPS with a base plus cost-per-impression pricing model. In this model, organizations transfer management responsibilities of their print environment to a managed service provider, and start to gain visibility over their print fleet, including collecting the current state data that will enable a smoother transition to an MPS – Utility Model with all-inclusive utility pricing.
- c) **Managed Print Services (MPS) – Utility Model:** For SSC and any of its clients that already have current state data or have gained visibility into their print environment, the WTD Printing Products service will offer them an option to subscribe to an MPS with an all-inclusive utility pricing model. This option transfers responsibility for both maintaining and optimizing the print environment to a managed service provider, thereby facilitating the transition to the end-state vision.

To assist in the transformation journey, SSC and its clients will also have access to a Print Advisory Services procurement vehicle, which is not part of this procurement, targeting independent consulting firms with experience in planning and implementing printing solutions for medium to large-sized enterprises. The vehicle will allow SSC and its clients to contract, on an "as and when requested" basis, services related to strategy development, contracting, benchmarking, print optimization, and, third party verification and audit services.

Additional information on the service and the current state can be found in Annex B.

Scope of Anticipated Procurement:

- i) **Potential Client Users:** This ITQ is being released by SSC. It is intended that up to 3 contract(s) and/or Supply Arrangements and/or Standing Offers resulting from any subsequent solicitation(s) would be used by SSC to provide shared services to one or more of its clients. SSC's client include SSC itself, those government institutions for whom SSC's services are mandatory at any point during the life of any resulting instrument(s), and those other organizations for whom SSC's services are optional at any point during the life of any resulting instrument(s) and that choose to use those services from time to time. This process will not preclude SSC from using another method of supply for any of its clients with the same or similar needs, unless a subsequent solicitation for this Project expressly indicates otherwise.



- ii) **Number of contract(s) and/or Supply Arrangements and/or Standing Offers:** SSC is currently contemplating the award of up to 3 contract(s) and/or Supply Arrangements and/or Standing Offers.
- iii) **Term of contract(s) and/or Supply Arrangements and/or Standing Offers:** SSC is currently contemplating a contract(s) and/or Supply Arrangements and/or Standing Offers period of 6 years, plus 2 option periods of 1 year each.

1.3 National Security Exception:

Canada has invoked the National Security Exception in respect of this requirement and, as a result, none of the trade agreements apply to this requirement.

1.4 Comprehensive Land Claim Agreements CLCA:

This procurement may consider contracting obligations that exist in the Comprehensive Land Claim Agreements across Canada.

The objective of CLCA's is to generate Socio-economic benefits for the aboriginal people of the specific land claim agreement areas. For example this could include, sub-contracting and/or training Aboriginal firms.

This will be a discussion point during RRR in order to determine CLCA applicability in terms of support the deliverable requirement(s).

1.5 Data Sovereignty

All information managed by the GC requires protection against unauthorized access, including information published publicly. Personal, confidential and/or sensitive data requires a more stringent level of control, to appropriately protect personal, confidential and/or sensitive data. It is incumbent on SSC to secure and protect information and data repositories used by its clients. The protection of this information from a privacy and security perspective is core to the integrity of government programs, which underpins confidence in the GC.

Furthermore, privacy and security, which ensure the protection of personal and confidential information, are imperative requirements for the WTD Printing Products service. Canadians expect the GC to take all appropriate measures to protect confidential and personal information. Most importantly, the information managed by the prospective Managed Print Integration Services and Print Services providers, including all printed documents, and user information, queued print jobs, print documents stored within any system or transport media whether at rest or in transit within the print management solution or devices, is the exclusive property of the GC and shall be deemed to remain under the ownership and control of the GC for the purposes of the *Access to Information Act*, *Privacy Act* and all other legislation requirements.

The printing services and infrastructure of the WTD Printing Products procurement project will be established within the geographic boundaries of Canada. Stringent contractual and technical measures will be put in place to ensure that government information is secured at all times, at rest and in transit, and is only accessed by those authorized to access the printing infrastructure for those purposes approved by project and security authorities. Therefore, over the life of the contract(s) and/or Standing Offer and/or Supply Arrangement, Canada and the Contractor(s) and/or Standing Offer Holders and/or Supply Arrangement Holders must recognize:

- a) Canada's right to order the destruction or deletion of data;
- b) Contractors compliance with the GC privacy and security policy instruments and practices, the obligations under *Access to Information Act and Privacy Act* and recognition of the GC notification regarding privacy and security breaches; and



- c) Proof of privacy and security training and awareness of the resulting Contractors employees who will have access to relevant components of the WTD Printing Products solution.

1.6 Privacy Considerations

Canadians are extremely concerned about their privacy, particularly in the context of electronic service delivery. The GC is committed to protecting the privacy of Canadians' personal information used in the provision of programs and services to the public, in every delivery channel, including in-person, mail, telephone, and on-line. The GC department and agency operations are driven by policies derived from the *Privacy Act*.¹ The resulting Contractor(s) and/or Standing Offer Holders and/or Supply Arrangement Holders must ensure that information is accessible only to those authorized. The resulting Contractor(s) and/or Standing Offer Holders and/or Supply Arrangement Holders must comply with the statutory obligations under the *Privacy Act* and the *Access to Information Act*.²

1.7 Conflict of Interest – Unfair Advantage

In order to protect the integrity of the procurement process, Respondents are advised that Canada may reject a response in the following circumstances:

- a) if the Respondent, any of its affiliates or subcontractors, or any of their respective employees or former employees was involved in any manner in the preparation of the strategies and documentation related to this procurement process or is in any situation of conflict of interest or appearance of conflict of interest;
- b) if the Respondent, any of its affiliates or subcontractors, or any of their respective employees or former employees had access to information related to this procurement process that was not available to other suppliers and that would, in Canada's opinion, give or appear to give the Respondent an unfair advantage.

In this regard, Canada advises that it has used the services of a number of private sector consultants/contractors in preparing strategies and documentation related to this procurement process, including the following:

- a) ADRM Technology Consulting Group
- b) Altis Professional Recruitment
- c) BP&M Consulting
- d) IBISKA
- e) Maplesoft Group
- f) Michael Wagner Consulting
- g) Pricewaterhouse Coopers
- h) TEK System Canada Inc
- i) DLS Technology Corporation

1.7.1 The experience acquired by a Respondent who is providing or has provided the goods and services described in the ITQ (or similar goods or services) to Canada will not, in itself, be considered by Canada as conferring an unfair advantage or creating a conflict of interest. This Respondent remains, however, subject to the criteria established above.

1.7.2 If Canada intends to disqualify a response under this section, the Contracting Authority will inform the Respondent and provide the Respondent an opportunity to make representations before

¹ <http://laws-lois.justice.gc.ca/eng/acts/P-21/index.html>

² <http://laws-lois.justice.gc.ca/eng/acts/A-1/index.html>



making a final decision. Respondents who are in doubt about a particular situation should contact the Contracting Authority before the closing date. By submitting a response, the Respondent represents that it does not consider itself to be in conflict of interest nor to have an unfair advantage. The Respondent acknowledges that it is within Canada's sole discretion to determine whether a conflict of interest, unfair advantage or an appearance of conflict of interest or unfair advantage exists.



PART 2 RESPONDENT INSTRUCTIONS

2.1 Standard Instructions, Clauses and Conditions

- 2.1.1** All instructions, clauses and conditions identified in the bid solicitation by number, date and title are set out in the *Standard Acquisition Clauses and Conditions Manual* (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Services and Procurement Canada (PSPC).
- 2.1.2** Respondents who submit a response agree to be bound by the instructions, clauses and conditions of the ITQ.
- 2.1.3** The 2003 (2014-09-25) Standard Instructions - Goods or Services - Competitive Requirements are incorporated by reference into and form part of the ITQ, except that:
- a) Wherever the term “bid solicitation” is used, substitute “Invitation to Qualify”;
 - b) Wherever the term “bid” is used, substitute “response”;
 - c) Wherever the term “Bidder(s)” is used, substitute “Respondent(s)”;
 - d) Wherever the term “Contract(s)” is used, substitute “Contract(s) and/or Standing Offer and/or Supply Arrangement”, where applicable;
 - e) Wherever the term “Contractor(s)” is used, substitute “Contractor(s) and/or Standing Offer Holders and/or Supply Arrangement Holders, where applicable”;
 - f) Subsection 5(4), which discusses a validity period, does not apply, given that this ITQ invites suppliers simply to qualify.
 - g) Section 3 of the Standard Instructions – Goods and Services – Competitive Requirements 2003 is amended as follows: delete “Pursuant to the *Department of Public Works and Government Services Act*, S.C. 1996, c.16”
 - h) Subsections 4 and 5 of section 1 are deleted.
 - i) Sections 6 and 7 are deleted:
 - h) Section 10 is amended by:
 - 1. changing the title to read “Legal Capacity and Ownership and Control Information”;
 - 2. numbering the first paragraph as number 1.; and
 - 3. adding the following paragraphs to the section:

2. The Respondent must provide, if requested by the Contracting Authority, the following information as well as any other requested information related to the ownership and control of the Respondent, its owners, its management and any related corporations and partnerships:

 - (a) An organization chart for the Respondent showing all related corporations and partnerships;
 - (b) A list of all the Respondent’s shareholders and/or partners, as applicable; if the Respondent is a subsidiary, this information must be provided for each parent corporation or partnership, up to the ultimate owner; and
 - (c) A list of all the Respondent’s directors and officers, together with each individual’s home address, date of birth, birthplace and citizenship(s); if the Respondent is a subsidiary, this information must be provided for each parent corporation or partnership, up to the ultimate owner.

In the case of a joint venture Respondent, this information must be provided for each member of the joint venture. The Contracting Authority may also require that this information be provided in respect of any subcontractors specified in a bid.



3. For the purposes of this section, a corporation or partnership will be considered related to another party if:

- (i) they are “related persons” or “affiliated persons” according to the Canada *Income Tax Act*;
- (ii) the entities have now or in the two years before the closing date had a fiduciary relationship with one another (either as a result of an agency arrangement or any other form of fiduciary relationship); or
- (iii) the entities otherwise do not deal with one another at arm’s length, or each of them does not deal at arm’s length with the same third party.

i) Section 12 is amended by adding the following subsection 4:

4. Canada also reserves the right to reject a bid where Canada is of the opinion that awarding the contract to the Respondent could be injurious to the national interest or to national security.

- j) For the purposes of this ITQ, the PWGSC policies referenced within the Standard Instructions are adopted as SSC policies.
- k) If there is a conflict between the provisions of 2003 and this document, this document prevails. All references to PWGSC contained within the Standard Instructions will be interpreted as a reference to SSC.

2.2 Submission of Responses

- (a) **Email Submission of Response:** Respondents must submit their full Response package electronically by the date and time of solicitation closing to the SSC Consultation Mailbox at the following email address: SSC.consultation-consultation.SPC@canada.ca
- (b) **Format of Email Attachments:** Respondents must submit their Responses either as PDF documents attached to their email, or as documents that can be opened with the Microsoft Office Suite of applications.
- (c) **Time of Receipt:** The time at which the response is received by SSC will be determined by the “Sent Time” indicated in the email received by SSC at the SSC Consultation Mailbox for Response Submission.
- (d) **Email Size:** Respondents should ensure that they submit their response in multiple emails if any single email, including attachments, will exceed 15 MB. Except as expressly provided below, only emails that are received at the Email Address for Response Submission by the closing date and time will be considered part of the response.
- (e) **Email Title:** Respondents are requested to include the ITQ No. identified on the cover page of this document in the “subject” line of each email forming part of the response.
- (f) **Availability of Contracting Authority:** During the two hours leading up to the closing date and time, an SSC representative will monitor the SSC Consultation Mailbox for Response Submissions, and will be available by telephone at the Contract Authority’s telephone number (although the representative may not be the Contract Authority). If the Respondent is experiencing difficulties transmitting the email, the Respondent should contact the Contracting Authority immediately.
- (g) **Email Acknowledgement of Receipt by SSC:** The same day that the responses are received at the SSC Consultation Mailbox for Response Submission, an SSC representative will send an email acknowledging receipt of each response that was received by the solicitation closing date and time from the SSC Consultation Mailbox for Response



Submission. Respondents who have tried to submit a response, but have not received an email acknowledging receipt should contact the Contract Authority so that they can determine whether or not the Response arrived at the SSC Consultation Mailbox for Response Submission on time.

- (h) **Delayed Email Bids:** Canada will not be responsible for any technical problems experienced by the Respondent in submitting its Response, unless Canada's systems are responsible for a delay in delivering the email to the SSC Consultation Mailbox for Response Submission.
- (i) **Responsibility for Technical Problems:** Canada will not be responsible for:
 - (i) any technical problems experienced by the Respondent in submitting its response, including emails that fail to arrive because they exceed the maximum email size of 15 MB or that are rejected or quarantined because they contain malware or other code that is screened out by SSC's security services; or
 - (ii) any technical problems that prevent SSC from opening the attachments to the email(s). For example, if an attachment is corrupted or otherwise cannot be opened or cannot be read, it will be evaluated accordingly. Respondents will not be permitted to submit substitute attachments to replace any that are corrupt or empty or submitted in an unapproved format.
- (j) **Hand delivery of Response Submission**
 - (a) In the case of emergency, SSC has the discretion to accept a hand delivered Response Submission, either in person by a representative of the Respondent or by a courier.
 - (b) SSC will only accept a hand delivered Response if the Respondent can demonstrate that they've been unable to successfully submit their response submission to the SSC Consultation Mailbox.
 - (c) The hand delivered Response Submission must be provided on either a CD, or other data storage medium that allows for delivery of the entire Response Submission. However, memory sticks are no longer permitted as a Response Submission delivery method.
 - (d) An SSC representative will be available at the Contract Authority's telephone number (and/or that of a designated SSC representative) during the two hours before the solicitation closing date and time to receive responses submitted in this manner.
 - (e) The hand delivered response must be received by either the Contracting Authority or a designated SSC representative no later than the solicitation closing date and time.
 - (f) The only circumstances in which SSC will accept a late hand delivered response is when the Respondent can demonstrate that all designated SSC representatives were unavailable to receive the hand delivered response, and attempts were made during the two hours before the solicitation closing date and time to make delivery.

2.3 Enquiries and Comments

- (a) All enquiries and comments, including suggestions to improve the specifications, regarding the ITQ must be submitted in writing to the Contracting Authority no later than 7 calendar days before the ITQ closing date. Enquiries received after that time and during the ITQ process may not be answered.



- (b) Respondents should reference as accurately as possible the section and numbered item of the solicitation process to which the enquiry relates. Care should be taken by respondents 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 questions or may request that the Respondent do so, so that the proprietary nature of the question is eliminated, and the enquiry can be answered with copies to all respondents. Enquiries not submitted in a form that can be distributed to all respondents may not be answered by Canada.
- (c) The draft specific to security assessment instructions and specific contract resulting clauses are attached herein in advance for information purposes only. Specific enquiries on the draft resulting clauses may not be answered as further enhancement to the overall requirement may only be conducted during the RRR phase with the qualified respondents.

2.4 Composition of Core Team

Each Respondent submitting a Response to the ITQ must indicate the relevant company/organization names that comprise its Core Team in the ITQ Submission Forms (Form 1 Parts A, B and C (if Part C is applicable)).

The Core Team can be comprised of a maximum of 1 Lead Respondent and up to 2 additional Core Team Members. Either the MPIS provider or one of the PS providers may be the Lead Respondent.

The Lead Respondent must complete the ITQ Submission Form Part A. The Core Team Members must complete the ITQ Submission Form Part B and Part C (if Part C is applicable). The Lead Respondent must collect and submit ITQ Submission Forms Part A, B and C (if Part C is applicable).

Once a Respondent has identified itself as the Lead Respondent, it must remain the Lead Respondent and cannot switch roles with any member of its team for the duration of the procurement process. This is because the contract will be awarded to the Lead Respondent. The Lead Respondent will be responsible for all contract deliverables. The other Core Team members are there to support the Lead Respondent.

It will be at the discretion of the Lead Respondent, to determine which RRR phase activities their Core Team Members will participate in.

As mentioned in Figure 1 of this ITQ, for services such as but not limited to Technical Integration Services (e.g. Print Server Consolidation, Print Queue Management, Pull Printing etc.) applicability will be further discussed during RRR. In the event this requirement is added to the RRR, the Qualified Respondents or Supply Arrangement Holders and/or Standing Offer Holders may need additional sub-contractor(s) and the reference of the sub-contractor(s) to meet the Bid Solicitation requirements.

A Respondent's Core Team must continue to consist of the same Core Team Members identified in the Response to this ITQ for subsequent phases of the WTD Printing Products procurement process, and throughout the contracted period. If, during the contract period, the resulting Contractor determines that, for service delivery reasons, it requires a change to a member of its Core Team, it may submit a written request to the Contracting Authority detailing its reasons for the change. Changes in the members may only be made following receipt of written approval from the Contracting Authority.



PART 3 RESPONSE PREPARATION INSTRUCTIONS

3.1 Response Preparation Instructions

3.1.1 Copies of Response: Canada requests that Respondents provide their response in separate sections as follows:

- a) Section I: Qualification Response (1 soft copy of each).
- b) Section II: Certifications (1 soft copy)
- c) Pricing is not a requirement and should not be included in the response.

3.1.2 Format for Response: Canada requests that Respondents follow the format instructions described below in the preparation of their response:

- a) use 8.5 x 11 inch (216 mm x 279 mm) paper;
- b) use a numbering system that corresponds to the ITQ;
- c) include a title page at the front of each volume of the response that includes the title, date, procurement process number, Respondent's name and address and contact information of its representative; and
- d) include a table of contents.

3.1.3 Omitted Documents: Should a Respondent omit a document in their response, Canada may ask that the Respondent provide the document. The Respondent must submit the documentation within the time period set by the Contracting Authority, failing which the response will be treated as being non-responsive.

3.1.4 Language for Future Communications

Respondents are requested to identify, in the ITQ Submission Form 1 – Part A Lead Respondent, which of Canada's two official languages will be used for future communications with Canada regarding this ITQ and all subsequent phases of the solicitation process.

3.1.5 Applicable Laws

This ITQ will be interpreted and governed and the relations between the parties determined, by the laws in force in Ontario.

A respondent may, at its discretion, substitute the above stated applicable laws to a Canadian province or territory of their choice without affecting the validity of its response, by indicating the name of the Canadian province or territory of its choice in the Submission Form. If no change is made, the Respondent acknowledges that the applicable laws specified above are acceptable to the Respondent.



3.1.6 Core Team Composition Rules:

As SSC has taken the approach of separating an MPS service offering into the MPIS and PS roles (Print Manufacturer is not defined as a role), a certain number of rules are stated below to explain what constitutes a compliant Core Team for this ITQ.

Respondents are required to comply with the following rules when composing their Core Team:

- a) A Core Team must have only one MPIS provider;
- b) A Core Team must have minimum of 1 or up to 2 distinct PS providers;
- c) The Lead Respondent or a Core Team Member can assume the MPIS provider role and one PS provider role (i.e. the MPIS provider can also be a PS provider);
- d) A PS provider must have minimum of 1 or up to 2 Named Print Manufacturer (PM); when a PS provider is also a PM, it must name itself as the PM;
- e) There can be up to a maximum of 2 Named PMs in the core team and they must be distinct;
- f) A MPIS provider and/or a PS provider must appear in only one Response regardless of its role; and
- g) A PM may be a Named PM in no more than a second Response, provided they are not the MPIS provider and/or a PS provider in the second response.

3.1.7 Submission of Only One Response:

- a) A Respondent can be an individual, a sole proprietorship, a corporation, a partnership, a joint venture or a Lead Respondent (within a Core Team).
- b) Each Respondent (including related entities or a Core Team member), will be permitted to qualify only once. If a Respondent or any related entities participate in more than one response (participating means being part of the Respondent, not being a subcontractor), Canada will provide those Respondents with 2 working days to identify the single response to be considered by Canada. Failure to meet this deadline may result in all the affected responses being disqualified or in Canada choosing, in its discretion, which of the responses to evaluate.
- c) For the purposes of this Article, regardless of the jurisdiction where any of the entities concerned is incorporated or otherwise formed as a matter of law (whether that entity is an individual, corporation, partnership, etc.) an entity will be considered to be “related” to a Respondent if:
 - i) they are the same legal entity as the Respondent (i.e., the same natural person, corporation, partnership, limited liability partnership, etc.);
 - ii) the entity and the Respondent are “related persons” or “affiliated persons” according to the Canada *Income Tax Act*;
 - iii) the entity and the Respondent have now or in the two years before the ITQ closing had a fiduciary relationship with one another (either as a result of an agency arrangement or any other form of fiduciary relationship); or
 - iv) the entity and the Respondent otherwise do not deal with one another at arm’s length, or each of them does not deal at arm’s length with the same third party.



- d) Any individual, sole proprietorship, corporation, or partnership that is a Respondent as part of a joint venture cannot submit another response on its own or as part of another joint venture.

Example 1: Supplier A does not itself have all the experience required by the ITQ. However, Supplier B has the experience that Supplier A lacks. If Supplier A and Supplier B decide to team up to submit a response together as a joint venture, both entities are together considered the Respondent. Neither Supplier A nor Supplier B can team up with another supplier to submit a separate response, because each is already part of a Respondent.

Example 2: Supplier X is a Respondent. Supplier X's subsidiary, Supplier Y, decides to team up with Supplier Z to submit a response as a joint venture. Suppliers Y and Z, as well as Supplier X, will all be asked to determine which one of the two responses will be considered by Canada. Both responses cannot be submitted, because Supplier Y is related to Supplier X as an affiliate.

- e) By submitting a response, the Respondent is certifying that it does not consider itself to be related to any other Respondent.

3.1.8 Multiple Responses from the Same Respondent or Same Lead Respondent or Core Team Member or Member of a Joint Venture:

A Respondent or a Lead Respondent or Core Team Member or Member of a Joint Venture may submit no more than second response only under a Print Services Provider (PS Provider) as a Named PM.

3.2 Section I: Qualification Response

3.2.1 A complete qualification response consists of the following:

- a) **Submission Forms (Requested at ITQ Closing):** Respondents are requested to include the Submission Forms with their responses. It provides a common form in which Respondents can provide information required for evaluation, such as a contact name, the Respondent's Procurement Business Number, the language for future communications, Core Team details etc. Using the form to provide this information is not mandatory, but it is recommended. If Canada determines that the information requested by the Submission Forms are incomplete or requires correction, Canada will provide the Respondent with an opportunity to do so.

- b) **Technical Response:** In their technical response, Respondents must substantiate they have met the Mandatory Requirements and should demonstrate their understanding of the Rated requirements contained in this ITQ, and explain how they will meet these requirements. Respondents should demonstrate their capability and describe their approach in a thorough, concise and clear manner for carrying out the work. The technical response should address clearly and in sufficient depth the points that are subject to the evaluation criteria against which the response will be evaluated. Simply repeating the statement contained in the response is not sufficient. In order to facilitate the evaluation of the response, Canada requests that respondents address and present topics in the order of the evaluation criteria under the same headings. To avoid duplication, respondents may refer to different sections of their response by identifying the specific paragraph and page number where the subject topic has already been addressed.



c) Client Reference and Client List

- i) Respondents must identify clients and provide the necessary documentation to support compliance within the respective MPIS and PS Client References and Client List Tables which are submitted to SSC as part of the ITQ response, as indicated in Attachment 4.1 WTD Evaluation Framework and Process.
- ii) Respondents are requested to indicate the page number(s) in their supporting project documentation that addresses a particular Mandatory or Rated Technical Experience Requirement and cross reference Respondent's clients from the respective tables as indicated in Attachment 4.1 WTD Evaluation Framework and Process.
- iii) As part of the reference verification process for the ITQ, Respondent's clients may be contacted by Canada, to confirm that the information provided by:
 - Respondents in the Appendix A - MPIS Client References and Client List Table, and Technical Criteria, and,
 - Respondents in the Appendix B – Print Services Client References and Client List Table, and Technical Criteria, and,
 - Respondent's* clients** Certificates of Performance – Overall Satisfaction Rating as per Attachment 4.1 WTD Evaluation Framework and Process submitted directly to SSC SSC.consultation-consultation.SPC@canada.ca prior to ITQ closing date

is true and accurate.

* By submitting a response, the Respondent certifies that it has worked with its 2 clients named in the Cross Reference to criteria MPIS-M3 and PS-M3, and engaged them to forward the Certificates of Performance for the Overall Satisfaction Rating to SSC prior to ITQ closing.

** Respondent's clients who do not provide Certificates of Performance – Overall Satisfaction Rating prior to ITQ closing, will be given an opportunity after ITQ closing to submit their certificates.

- iv) Appendix A.1 and B.1 of Attachment 4.1 are subject to SSC's Evaluation team's or their representatives validation and/or verification, if applicable, and/or if cross referenced in the ITQ evaluation criteria MPIS-M1, MPIS-R1, MPIS-M2, MPIS-R2, MPIS-R4, MPIS-R5, MPIS-R6 and PS-M1, PS-R1, PS-R2, PS-M2, PS-R3, PS-R5 found in, sections 1.1 and 1.2 respectively of Attachment 4.1.
- v) As per the ITQ evaluation criteria MPIS-R3 and PS-R4 found in sections 1.1.5 and 1.2.6 respectively in Attachment 4.1 WTD Evaluation Framework and Process, Canada will randomly contact a Respondent's clients from the respective Client References and Client List Tables in order to request and receive from 2 separate clients their respective Individual Ratings for the Respondent's performance as described in the Attachment 4.1 WTD Evaluation Framework and Process. Each client reference for these specific criteria will be contacted and rated as described in the Attachment 4.1 WTD Evaluation Framework and Process.

d) Review and Refine Requirements (RRR) - Qualified Respondents participation and information forms (Required pre-RRR):

The Review and Refine Requirements (RRR) Process Document will be provided to the Qualified Respondents in advance of the RRR phase to expedite arrangements with Respondents resources for the RRR phase. Upon receiving the selection notice to



participate in the RRR phase, Qualified Respondents may only be given up to 3 working days to submit signed Agreement to Participate and Information form of the RRR Process Document.

3.3 Section II: Certifications

See Part 5 regarding certification requirements.

NOTE: The following section and the specific submission timing is for information purposes only

3.4 Supply Chain Integrity Verification

(Anticipated to be Mandatory Assessment at Bid Solicitation stage. Process may begin at the end of RRR. Actual requirement to be finalised during RRR.)

The Supply Chain Integrity (SCI) Verification is a mandatory submission requirement. SCI is an important corporate requirement. Challenged by an increasingly complex cyber threat environment, Canada is committed to applying enhanced security process and contract clauses to the acquisition of both products and services. The purpose of the Supply Chain Integrity Verification process is to ensure that all product, equipment, software firmware and services that are procured by SSC meet the required security and supply chain standards. Please refer to section 4.6. Supply Chain Integrity Process for a description of the requirement.



PART 4 EVALUATION PROCEDURES AND BASIS OF QUALIFICATION

4.1 Evaluation Procedures

- 4.1.1 Responses will be assessed in accordance with the entire requirement of the ITQ including the evaluation criteria.
- 4.1.2 An evaluation team composed of representatives of Canada will evaluate the responses. Canada may hire any independent consultant, or use any Government resources, to evaluate any response. Not all members of the evaluation team will necessarily participate in all aspects of the evaluation.
- 4.1.3 Shared Services Canada has engaged Samson & Associates as a Fairness Monitor for this solicitation process. The Fairness Monitor will not be part of the evaluation team, but will observe the evaluation of the responses with respect to Canada's adherence to the evaluation process described in this ITQ.
- 4.1.4 In addition to any other time periods established in the ITQ:
 - a) **Requests for Clarifications:** If Canada seeks clarification or verification from the Respondent about its response, including certifications, the Respondent will have 2 working days (or a longer period if specified in writing by the Contracting Authority) to provide the necessary information to Canada. Failure to meet this deadline will result in the response being declared non-responsive.
 - b) **Extension of Time:** If additional time is required by the Respondent, the Contracting Authority may grant an extension in his or her sole discretion.

4.2 Technical Evaluation

- a) The evaluation process for the technical bid is described in Attachment 4.1 WTD Evaluation Framework and Process.
- b) Mandatory Technical Criteria

Each response will be reviewed to determine whether it meets the mandatory requirements of the ITQ. Any element of the ITQ identified with the words “must” or “mandatory” is a mandatory requirement. Responses that do not comply with each and every mandatory requirement will be declared non-responsive and be disqualified.

The mandatory requirements are described in Attachment 4.1 WTD Evaluation Framework and Process and will be evaluated individually on a simple pass/fail basis.

- c) Point-Rated Technical Criteria:

Each response will be rated by assigning a score to the rated requirements, which are identified in the ITQ by the word “rated” or by reference to a score. Respondents who fail to submit complete responses with all the information requested by this ITQ will be rated accordingly. The rated requirements are described in Attachment 4.1 WTD Evaluation Framework and Process.

- d) Reference Checks:

d.1 For reference checks, Canada may conduct one or more reference checks by e-mail. If Canada proceeds with the reference checks, it will conduct reference checks with all the respondents.

Canada will send all e-mail reference check requests to contacts supplied by all the Respondents within a 48-hour period. On the third working day after sending out the emails, if Canada has not received an acknowledgement, Canada will notify the Respondent by e-mail, to allow the Respondent to contact its Client Reference directly to ensure that it responds to Canada within 5 working days. Wherever information provided by a Client Reference differs from the information supplied by the Respondent, the information supplied by the Client Reference will be the



information evaluated. See Evaluation Rules described in Attachment 4.1 WTD Evaluation Framework and Process. Crown references will be accepted.

If the individual named by a Respondent is unavailable when required during the evaluation period, the Respondent may provide the name and email address of an alternate contact person from the same Client Reference. Respondents will only be provided with this opportunity once for each Client Reference, and only if the originally named individual is unavailable to respond (i.e., the Respondent will not be provided with an opportunity to submit the name of an alternate contact person if the original contact person indicates that he or she is unwilling to respond). The Respondent will have 24 hours to submit the name of a new contact. That contact will again be given 5 working days to respond once Canada sends its reference check request. If the original contact person is unwilling to respond, Canada will not proceed with the client reference and will make the Respondent non-compliant.

d.2 For criteria MPIS-R3 and PS-R4 and as covered in 3.2.1 v) above, Canada will conduct the reference checks in writing by providing a form to be completed and submitted by the Respondents clients directly to SSC. The Respondent's Rated scores will then be combined with the Respondent's Client References Rated scores in order to determine the final Rated score.

Canada will send all e-mail reference check requests to 2 Respondent's clients that Canada randomly selected for each Respondent within a 48-hour period. On the third working day after sending out the emails, if Canada has not received an acknowledgement, Canada will contact the other reference in the list up to a maximum of 5. Only the first 2 references received within the specified time in the reference check request, will be used to complete the Rated evaluation of the Respondent. In the event of no response or unwillingness to respond, the Respondent will be deemed non-compliant.

d.3 For criteria MPIS-M3 and PS-M3, If SSC does not receive the Certificate of Performance – Overall Satisfaction Rating directly from Respondent's clients prior to ITQ closing, the Contracting Authority will contact the Respondent's client(s) in writing at the email address supplied by the Respondent and will be given 5 working days to respond. Respondents' clients will only be provided with this opportunity once for each Client Reference. If the response is still not forthcoming, the Respondent will be deemed non-compliant.

e) Optional Visit of Respondent's Premises

As indicated in 3.2.1 iv) above and in Attachment 4.1, Canada may initiate a visit at the Respondent's premises to verify and/or validate substantiation claimed in Appendix A.1 and B.1 of Attachment 4.1.

In the event Canada initiates the visit, the Respondent will be given 2 business days from the date the written notification is given by Canada to respond with a schedule for the visit.

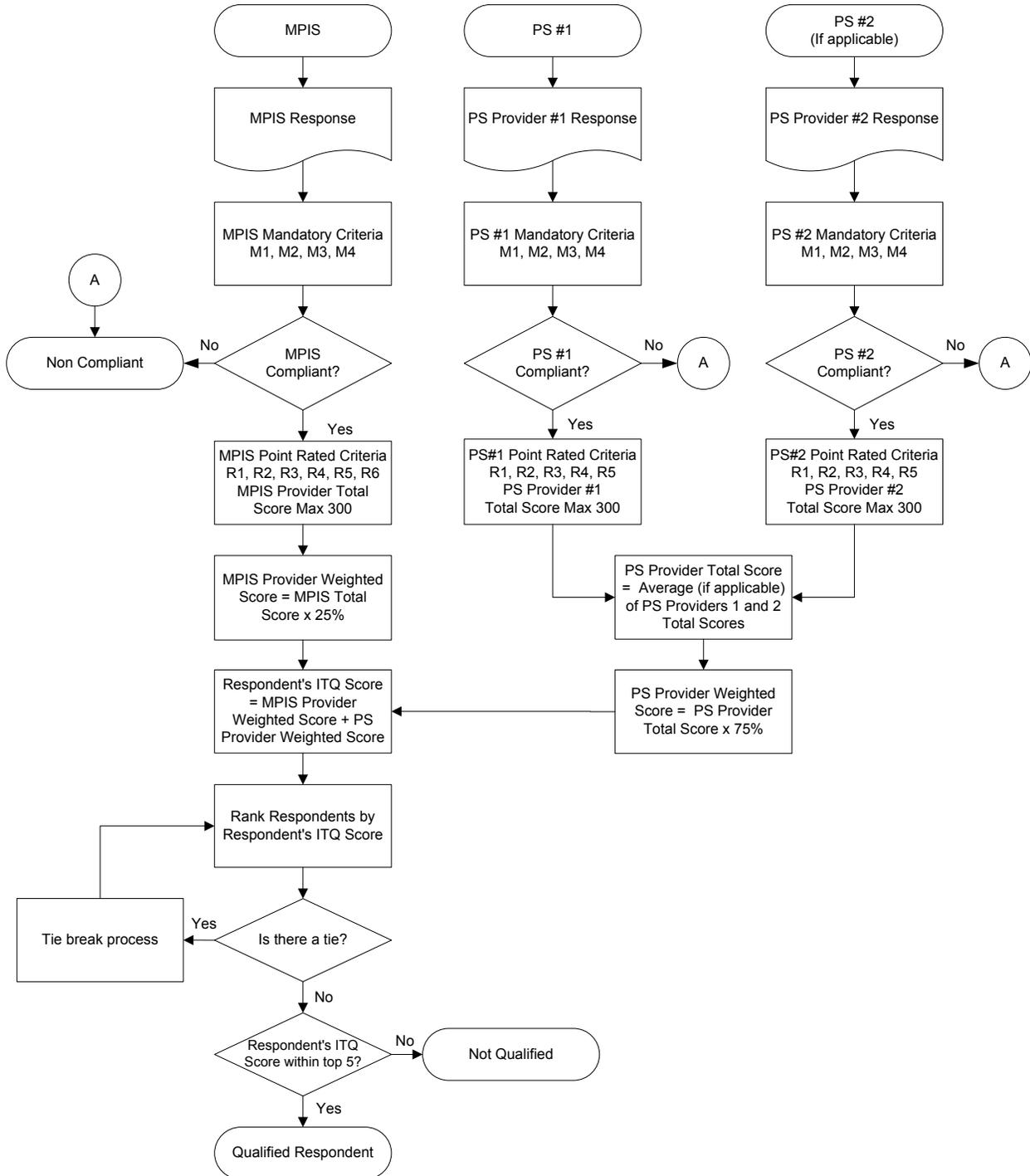
The visit should be conducted within 5 business days from the notification by Canada.

The visit may consist of a detailed electronic or paper record or system review of the Respondent's response by the Evaluation Team and/or its representatives, to validate compliance with the requirements as stated in the referenced criteria in Attachment 4.1. The Respondent must cooperate fully with Canada during the conduct of this visit.

Despite the written response, if Canada determines during its visit and review that the electronic or paper record or system does not match the mandatory requirements of the response to the ITQ; the Respondent will be declared non-responsive. Similarly, the rated criteria will be re-evaluated and could result in lower scores. Rating will not be increased as a result of a positive review during the visit.



The following flow chart depicts a snapshot of the overall technical evaluation process:





4.3 Security Clearance Requirement - mandatory at ITQ closing

- a) At the date of the ITQ closing date, the following conditions must be met:
Respondents and subcontractors that currently do not meet the security requirements as indicated in the attached Annex D, draft SRCL and Resulting Security Contract Clauses described within the attached draft sample bid solicitation must initiate the security screening process immediately, as outlined below in order to meet this by ITQ close.
- b) Respondents (including any subcontractors, if applicable) that are not registered in the Industrial Security Program (ISP) of PSPC's Canadian Industrial Security Directorate (CISD) for Designated Organization Screening (DOS) or Facility Security Clearance (FSC) must ask to be registered in the ISP. Respondents must submit the request by e-mail to the Contracting Authority identified below. The request must include the following information:
- (i) Solicitation Number for which the registration is requested;
 - (ii) Name of the Respondent;
 - (iii) Address of the Respondent's Office in Canada;
 - (iv) Telephone, fax numbers and e-mail address, as applicable;
 - (v) Name of President, CEO or contact, as applicable;
 - (vi) Language preference (English or French); and,
 - (vii) The Respondent's Procurement Business Number (PBN).

Hamid Mohammad
Supply Team Leader
Shared Services Canada
180 Kent St., 13th floor
Ottawa, Ontario K1P 0B6
Canada

Email Address: SSC.consultation-consultation.SPC@canada.ca
Telephone: 613-716-9792

- c) Failure to comply with this request will render the response non-responsive.
- d) Canada will not delay its procurement in order to provide time for suppliers to obtain their registration for the required security clearances.
- e) In the case of a joint venture, each member of the joint venture must meet the security requirements.
- f) Canada reserves the right to revise the security requirements following the ITQ Phase. Canada will provide the Bid Solicitation and contract security clauses at a subsequent phase of this procurement process.



4.4 Qualified Respondent:

4.4.1 To be declared a Qualified Respondent, A Respondent must:

- a. comply with all the requirements of the ITQ; and
- b. meet all mandatory technical evaluation criteria at any time during the solicitation process; and
- c. *obtain rated scores that rank among the top 5 responsive proposals.*

4.5 Basis of Qualification

Responses will be ranked based on the points received on the technical evaluation criteria. The response with the highest points will be ranked first; the response with the second highest points will be ranked second and so on. A Respondent will be declared “Qualified Respondent” if the conditions at 4.4 above are met. The Qualified Respondents will be allowed to participate in the next stage of this Collaborative Procurement Solution (CPS), RRR process. However, Canada reserves the right to re-evaluate the qualification of any Qualified Respondent at any time during the solicitation process. For example, if the Respondent’s no longer meets the requirements of this ITQ, it will no longer be a Qualified Respondent. Canada reserves the right to allow additional Qualified Respondent at the RRR stage up to the maximum of 5 top highest ranked responses, in accordance with 4.4.

If more than one Respondent is ranked first/second/third/fourth/fifth because of identical Respondent ITQ Score in the Scoring and Weighting Table found in Attachment 4.1 WTD Evaluation Framework and Process, then the order will be ranked using the following tie break process:

- i. the Respondent or the tied Respondents achieving the highest MPIS provider aggregate (MPIS Provider Sub-total Score) score of rated requirements MPIS - R1 through to R2 and R4 through to R6 inclusive as set out in Attachment 4.1 WTD Evaluation Framework and Process will be ranked the highest; and if still equal
- ii. the Respondent or the still tied Respondents achieving the highest MPIS provider and PS provider(s) score of rated requirements MPIS – R4 through to R6 inclusive plus the PS provider (average score if 2 providers) – R5 as set out in Attachment 4.1 WTD Evaluation Framework and Process will be ranked the highest; and if still equal
- iii. the Respondent or the still tied Respondents achieving the highest MPIS provider and PS provider(s) score of rated requirements MPIS – R4 through to R5 inclusive plus the PS provider (average score if 2 providers) – R5 as set out in Attachment 4.1 WTD Evaluation Framework and Process will be ranked the highest; and if still equal
- iv. the Respondent or the still tied Respondents achieving the highest MPIS provider score of rated requirements MPIS – R5 as set out in Attachment 4.1 WTD Evaluation Framework and Process will be ranked the highest; and if still equal
- v. the Respondent or the still tied Respondents achieving the highest MPIS provider score of rated requirements MPIS – R4 as set out in Attachment 4.1 WTD Evaluation Framework and Process will be ranked the highest; and if still equal
- vi. the Respondent or the still tied Respondents achieving the highest MPIS provider score of rated requirements MPIS – R6 as set out in Attachment 4.1 WTD Evaluation Framework and Process will be ranked the highest; and if still equal
- vii. the Respondent or the still tied Respondents achieving the highest PS provider score of rated requirements PS – R5 as set out in Attachment 4.1 WTD Evaluation Framework and Process will be ranked the highest; and if still equal



viii. the matter will be decided through a coin toss in the presence of the tied Respondents.

If more than two respondents are tied, then tie breaks will be determined sequentially amongst the more than two tied Respondents. As Respondents are eliminated, only the remaining tied Respondents will move to the next tie break until a final tie break is determined.

4.6 Supply Chain Integrity Process

NOTE: Section 4.6 and 4.7 are for information purposes only. Anticipated to be Mandatory assessment at Bid Solicitation stage. Process may begin at the end of RRR. Actual requirement to be finalized during RRR.

A. Definitions

4.6.1 The following words and expressions used in this Supply Chain Integrity Process have the following meaning:

- 4.6.1.1 “Products” means any hardware that operates at the data link layer of the OSI Model (Layer 2) and above, any software and Workplace Technology Devices.
- 4.6.1.2 “Workplace Technology Devices” means desktops, mobile workstations such as laptops and tablets, smart phones, phones, printers and scanners that connect directly to a computing device or a network, as well as Multi-Function Devices (MFD) that combine printing, scanning, photocopying and faxing and peripherals and accessories such as monitors, keyboards, computer mouse, audio devices and external and internal storage devices such as USB flash drives, memory cards, external hard drives and writable CD and DVD.
- 4.6.1.3 “Product Manufacturer” means the entity which assembles the component parts to manufacture a Product.
- 4.6.1.4 “Software Publisher: means the owner of the copyright of the software, who has the right to license (and authorize others to license/sub-license) its software products.
- 4.6.1.5 “Canada’s Data” means any data originating from the Work, any data received in contribution to the Work or that is generated as a result of the delivery of security, configuration, operations, administration and management services, and any data that is transported or stored by the contractor or any subcontractor as a result of performing the Work.
- 4.6.1.6 “Work” means all the activities, services, goods, equipment, matters and things required to be done, delivered or performed by the Contractor under the resulting contract.

B. Mandatory Qualification Submission Requirements

4.6.2 A supply chain scope diagram is attached at form **To be inserted at the time of bid solicitation** to provide a visual representation of the Supply Chain Security Information (SCSI) requirement which the Bidders, must provide.

4.6.3 Bidders must submit, with their Response on the RFP closing date, the following SCSI:

- 4.6.3.1 **IT Product List:** Bidders must identify the Products over which Canada’s Data would be transmitted and/or stored that will be used and/or installed to perform any part of the Work described in the resulting contract, as well as the following in regards to each Product:
 - a) Location: identify where the Product is interconnected within any given network for Canada’s Data (identify the service delivery points or nodes, such as points of presence, third party locations, data centre facilities, operations center, security operations center, internet or other public network peering points, etc.);



- b) Product Type: identify the generally recognized description used by Industry such as appliance, hardware, software, etc. Components of an assembled Product, such as a module or card assembly, must be provided for all layer 3 internetworking devices;
- c) IT Component: identify the generally recognized description used by Industry such as firewall router, switch, server, security appliance, etc.;
- d) Product Model Name or Number: identify the advertised name or number of the Product by the Product Manufacturer;
- e) Description and Purpose of the Product: identify the advertised description or purpose by the Product Manufacturer of the Product and the intended usage or role in the Work described in the resulting contract;
- f) Identify the Product Manufacturer and/or Software Publisher;
- g) Name of Subcontractor refers to the subcontractor that will provide the Product.

Bidders are requested to provide the IT Product List information on the form [To be inserted at the time of bid solicitation]. It is requested that the Bidders indicate their legal name on each page and insert a page number as well as the total number of pages. Bidders are also requested to insert a separate row for each Product. Bidders are requested not to repeat multiple iterations of the same Product (e.g. if the serial number and/or the color is the only difference between two Products, they are considered the same Product with regards to SCSI).

4.6.3.2 **Network Diagrams:** one or more conceptual network diagrams that collectively show the complete network proposed to be used to deliver the services described in the draft Statement of Work. The network diagrams are only required to include portions of the Bidder's network (and its subcontractor's network(s)) over which Canada's Data, would be transmitted in performing any resulting contract. As a minimum the diagram must show:

- a) The following key nodes for the delivery of the services under the resulting contract of this solicitation process, if applicable the role of the Bidder or subcontractor;
 - i. Service delivery points;
 - ii. Core network
 - iii. Subcontractor network (specifying the name of the subcontractor as listed in the List of Subcontractors);
- b) The node interconnections, if applicable
- c) Any node connections with the Internet; and
- d) For each node, a cross-reference to the product that will be deployed within that node, using the line item number from the IT Product List.

4.6.3.3 **List of Subcontractors:** The Bidder must provide a list of any subcontractors that could be used to perform any part of the Work (including subcontractors affiliated or otherwise related to the Bidder) pursuant to any resulting contract. The list must include at a minimum:

- a) The name of the subcontractor;
- b) The address of the subcontractor's headquarters;
- c) The portion of the Work that would be performed by the subcontractor; and
- d) The location(s) where the subcontractor would perform the Work.



This list must identify all third parties who may perform any part of the Work, whether they would be subcontractors to the Bidder, or subcontractors to subcontractors of the Bidder down the chain. Any subcontractor that could have access to Canada's Data must be identified. For the purposes of this requirement, a third party who is merely a supplier of goods to the Bidder, but who does not perform any portion of the Work, is not considered to be a subcontractor. Subcontractors would include, for example, technicians who might be deployed or maintain the Bidder's solution. If the Bidder does not plan to use any subcontractors to perform any part of the Work, the Bidder is requested to indicate this in its response.

Bidders are requested to provide their information on form [To be inserted at the time of bid solicitation]. It is requested that Bidders indicate their legal name on each page, insert a page number as well as the total number of pages. Bidders are also requested to insert a separate row for each subcontractor and additional rows as may be necessary.

C. Assessment of Supply Chain Security Information

- 4.6.3.1 Canada will assess whether, in its opinion, the Supply Chain Security Information creates the possibility that the Bidder's solution could compromise or be used to compromise the security of Canada's equipment, firmware, software, systems or information.
- 4.6.3.2 In conducting its assessment:
- (a) Canada may request from the Bidder any additional information that Canada requires to conduct a complete security assessment of the Supply Chain Security Information. The Bidder will have 2 working days (or a longer period if specified in writing by the Contracting Authority) to provide the necessary information to Canada. Failure to meet this deadline will result in the response being disqualified.
 - (b) Canada may use any government resources or consultants to conduct the assessment and may contact third parties to obtain further information. Canada may use any information, whether it is included in the response or comes from another source, that Canada considers advisable to conduct a comprehensive assessment of the Supply Chain Security Information.
- 4.6.3.3 If, in Canada's opinion, any aspect of the Supply Chain Security Information, if used in a solution, creates the possibility that the Bidder's solution could compromise or be used to compromise the security of Canada's equipment, firmware, software, systems or information:
- (a) Canada will notify the Bidder in writing (sent by email) and identify which aspect(s) of the Supply Chain Security Information is subject to concern(s) or cannot be assessed (for example, proposed future releases of products cannot be assessed). Any further information that Canada might be able to provide to the Bidder regarding its concerns will be determined based on the nature of the concerns. In some situations, for reasons of national security, it may not be possible for Canada to provide further information to the Bidder; therefore, in some circumstances, the Bidder will not know the underlying reasons for Canada's concerns with respect to a product, subcontractor or other aspect of the Bidder's Supply Chain Security Information.
 - (b) The notice will provide the Bidder with one opportunity to submit revised Supply Chain Security Information within the 10 calendar days following the day on which Canada's written notification is sent to the Bidder, (or a longer period specified in writing by the Contracting Authority).



- (c) If the Bidder submits revised Supply Chain Security Information within the allotted time, Canada will perform a second assessment. If Canada determines that any aspect of the Bidder's revised Supply Chain Security Information could compromise or be used to compromise the security of Canada's equipment, firmware, software, systems or information, no further opportunities to revise the Supply Chain Security Information will be provided and the response will be disqualified.
- 4.6.3.4 By participating in this process, the Bidder acknowledges that the nature of information technology is such that new vulnerabilities, including security vulnerabilities, are constantly being identified. Also, the Bidder acknowledges that Canada's security assessment does not involve the assessment of a proposed solution. As a result:
 - (a) qualification pursuant to this RFP does not constitute an approval that the products or other information included as part of the Supply Chain Security Information will meet the requirements of the subsequent bid solicitation or any resulting contract or other instrument that may be awarded as a result of any subsequent bid solicitation;
 - (b) qualification pursuant to this RFP does not mean that the same or similar Supply Chain Security Information will be assessed in the same way for future requirements;
 - (c) at any time during the subsequent bid solicitation process, Canada may advise a Bidder that some aspect(s) of its Supply Chain Security Information has become the subject of security concerns. At that point, Canada will notify the Respondent and provide the Bidder with an opportunity to revise its Supply Chain Security Information, using the same process described above.
 - (d) during the performance of a subsequent contract, if Canada has concerns regarding certain products, designs or subcontractors originally included in the Supply Chain Security Information, the terms and conditions of that contract will govern the process for addressing those concerns.
- 4.6.3.5 All Bidders will be notified in writing regarding whether or not they have qualified under this RFP to proceed to the next stage of the procurement process.
- 4.6.3.6 Any Bidder that has qualified under this RFP will be required, when responding to any subsequent bid solicitation under this solicitation process, to propose a solution consistent with the final version of the Supply Chain Security Information it submitted with its response to this RFP (subject to revision only pursuant to the paragraph below). Except pursuant to the paragraph below, no alternative or additional Products or subcontractors may be proposed in the Bidder's solution. This is a mandatory requirement of this solicitation process. The proposed solution during any subsequent bid solicitation does not need to contain all the Products within the final Supply Chain Security Information.
- 4.6.3.7 Once a Bidder has been qualified in response to this RFP, no modifications are permitted to the Supply Chain Security Information except under exceptional circumstances, as determined by Canada. Given that not all the exceptional circumstances can be foreseen, whether changes may be made and the process governing those changes will be determined by Canada on a case-by-case basis.

4.7 Non-Disclosure Agreement

By submitting a response, the Respondent agrees to the terms of the non-disclosure agreement below (the "Non-Disclosure Agreement"):

- a) The Respondent agrees to keep confidential any information it receives from Canada regarding Canada's assessment of the Respondent's Supply Chain Security Information (the



“Sensitive Information”) including, but not limited to, which aspect of the Supply Chain Security Information is subject to concern, and the reasons for Canada’s concerns.

- b) Sensitive Information includes, but is not limited to, any documents, instructions, guidelines, data, material, advice or any other information whether received orally, in printed form or otherwise and whether or not that information is labeled as classified, proprietary or sensitive.
- c) The Respondent agrees that it will not reproduce, copy, divulge, release or disclose, in whole or in part, in whatever way or form any Sensitive Information to any person other than a person employed by the Respondent who has a security clearance commensurate with the level of Sensitive Information being accessed, without the prior written consent of the Contracting Authority. The Respondent agrees to immediately notify the Contracting Authority if any person, other than those permitted by this Article, accesses the Sensitive Information at any time.
- d) All Sensitive Information will remain the property of Canada and must be returned to the Contracting Authority or destroyed, at the option of the Contracting Authority, if requested by the Contracting Authority, within 30 days following that request.
- e) The Respondent agrees that a breach of this Non-Disclosure Agreement may result in disqualification of the Respondent at either the ITQ or Bid Solicitation or immediate termination of the resulting Contract. The Respondent also acknowledges that a breach of this Non-Disclosure Agreement may result in a review of the Respondent’s security clearance and review of the Respondent’s status as an eligible respondent for other requirements.

This Non-Disclosure Agreement remains in force indefinitely.



PART 5 CERTIFICATIONS

Respondents are requested to provide the certifications and documentation with their response. Respondents who do not provide some or all of the certifications, or where there appear to be errors in their certifications, will be given an opportunity after closing to submit or resubmit their certifications. The certifications provided by respondents to Canada are subject to verification by Canada at any time during this solicitation process. Canada will disqualify a response if any certification made by the Respondent is found to be untrue, whether made knowingly or unknowingly, during the ITQ evaluation period or during the subsequent bid solicitation.

The Contracting Authority will have the right to ask for additional information to verify the Respondent's certification at any time during this solicitation process. Failure to comply with this request will also render the response non-responsive or any bids submitted in subsequent phases will be declared non-responsive or will constitute a default under any resulting contract that may be issued during a subsequent phase of this solicitation process.

5.1 Code of Conduct and Certifications – Related documentation

- a) By submitting a response, the Respondent certifies that the Respondent and its affiliates are in compliance with the provisions as stated in Sections 01 Code of Conduct and Certifications – Bid of Standard Instructions 2003. The related documentation therein required will assist Canada in confirming that the certifications are true.
- b) Respondents should provide, with their responses or promptly thereafter, a complete list of names of all individuals who are currently directors of the Respondent. If such a list has not been received by the time the evaluation of the responses is completed, the Contracting Authority will inform the Respondent of a time frame within which to provide the information. Respondents must submit the list of directors before the award of a contract award, failure to provide such a list within the required time frame will render the bid non-responsive.
- c) The Contracting Authority may, at any time, request that a Respondent provide properly completed and Signed Consent Forms ([Consent to a Criminal Record Verification form – PWGSC-TPSGC 229](#)) for any or all individuals named in the aforementioned list within a specified delay. Failure to provide such Consent Forms within the delay will result in the response being declared non-responsive.

5.1.1 OEM Certification

- a) Any Respondent that is not the Original Equipment Manufacturer (OEM) for every item of hardware proposed as part of its qualification response is required to submit the OEM's certification regarding the Respondent's authority to provide and maintain the OEM's hardware, which must be signed by the OEM (not the Respondent). No contract(s) resulting from any subsequent bid solicitation will be awarded to a Qualified Respondent who is not the OEM of the hardware it proposes to supply to Canada, unless the OEM certification has been provided to Canada. Respondents are requested to use the OEM Certification Form included with the ITQ. Although all the contents of the OEM Certification Form are required, using the form itself to provide this information is not mandatory. For Respondents/OEMs who use an alternate form, it is in Canada's sole discretion to determine whether all the required information has been provided. Alterations to the statements in the form may result in the response being declared non-responsive.
- b) If the hardware proposed by the Respondent originates with multiple OEMs, a separate OEM certification is required from each OEM.
- c) For the purposes of this solicitation process, OEM means the manufacturer of the hardware, as evidenced by the name appearing on the hardware and on all accompanying documentation.



ITQ SUBMISSION FORMS

FORM 1

Form 1 – Part A Lead Respondent

FORM 1 PART A – LEAD RESPONDENT INDICATE THE LEAD RESPONDENT’S ROLE WITH AN “X” MANAGED PRINT INTEGRATION SERVICES PROVIDER <input type="checkbox"/> PRINT SERVICES PROVIDER # 1 <input type="checkbox"/> and, if applicable PRINT SERVICES PROVIDER #2 <input type="checkbox"/>	
Lead Respondent’s full legal name <i>[Note to Suppliers: Suppliers who are part of a Core Team should take care to identify the correct corporation as the Respondent.]</i>	
Authorized Representative of Respondent for evaluation purposes (e.g., clarifications)	Name
	Title
	Address
	Telephone #
	Fax #
	Email
Respondent’s Procurement Business Number (PBN) <i>[see the Standard Instructions 2003]</i> <i>[Note to Respondents: Please ensure that the PBN you provide matches the legal name under which you have submitted your response. If it does not, the Respondent will be determined based on the legal name provided, not based on the PBN, and the Respondent will be required to submit the PBN that matches the legal name of the Respondent.]</i>	
Preferred language for future communications	English _____ French _____
Applicable Laws: Respondent are requested to indicate the Canadian province or territory they wish to apply for applicable laws, as indicated in Part 3	
Security Clearance Level of Respondent <i>[include both the level and the date it was granted]</i> <i>[Note to suppliers: Please ensure that the security clearance matches the legal name of the Respondent. If it does not, the security clearance is not valid for the Respondent.]</i> OR <i>Include email sent to the Contracting Authority to initiate the Security Clearance</i>	
Core Team Members including the Lead Respondent:	
MANAGED PRINT INTEGRATION SERVICES (MPIS) PROVIDER NAME:	
PRINT SERVICES (PS) PROVIDER #1 NAME:	
Provide the PS provider’s named Print Manufacturer(s)	1. 2. (if applicable)
PRINT SERVICES (PS) PROVIDER #2 NAME: (If Applicable)	



Provide the PS provider's named Print Manufacturer	1.
	2. (if applicable)
On behalf of the Respondent, by signing below, I confirm that I have read the entire ITQ including the documents incorporated by reference into the ITQ and I certify that: 1. The Respondent considers itself able to meet all the mandatory requirements described in the ITQ and 2. All the information provided in the response is complete, true and accurate.	
Signature of Authorized Representative of Respondent	



Form 1 – Part B Core Team Member #1

FORM 1 PART B – CORE TEAM MEMBER #1 INDICATE THE CORE TEAM MEMBER 1’S ROLE WITH AN “X” MANAGED PRINT INTEGRATION SERVICES PROVIDER <input type="checkbox"/> PRINT SERVICES PROVIDER # 1 <input type="checkbox"/> and, if applicable PRINT SERVICES PROVIDER # 2 <input type="checkbox"/>		
Core Team Member full legal name		
Authorized Representative of Core Team Member for evaluation purposes (e.g., clarifications)	Name	
	Title	
	Address	
	Telephone #	
	Fax #	
Former Public Servants	<p>Are any Core Team Member resources a FPS in receipt of a pension as defined in the ITQ? Yes ____ No ____ If yes, provide the information required by the Article in Part 2 entitled “Former Public Servant”</p> <p>Are any Core Team Member resources a FPS who received a lump sum payment under the terms of the work force adjustment directive? Yes ____ No ____ If yes, provide the information required by the Article in Part 2 entitled “Former Public Servant”</p>	
Security Clearance Level of Core Team Member <i>[include both the level and the date it was granted]</i> <i>[Note to suppliers: Please ensure that the security clearance matches the legal name of the Respondent Core Team Member. If it does not, the security clearance is not valid for the Respondent.]</i> OR <i>Include email sent to the Contracting Authority to initiate the Security Clearance</i>		
Named Print Manufacturer 1:		
Named Print Manufacturer 2: (IF APPLICABLE)		
<p>On behalf of the Core Team Member, by signing below, I confirm that I have read the entire ITQ including the documents incorporated by reference into the ITQ and I certify that:</p> <ol style="list-style-type: none"> The Core Team Member considers itself and its products able to meet all the mandatory requirements described in the ITQ for the Core Team Members respective role (MPIS, PS 1, PS 2 or PS Providers Named Print Manufacturer) and All the information provided in the response is complete, true and accurate 		
Signature of the authorized representative of the Core Team Member		
Contacts of the authorized representative of the Core Team Member	Name	
	Address	
	Email	
	Signature	
	Phone	



Form 1 – Part C Core Team Member #2 (IF APPLICABLE)

FORM 1 PART C – CORE TEAM MEMBER #2 (IF APPLICABLE) IF APPLICABLE INDICATE THE CORE TEAM MEMBER 2’S ROLE WITH AN “X” MANAGED PRINT INTEGRATION SERVICES PROVIDER <input type="checkbox"/> PRINT SERVICES PROVIDER #1 <input type="checkbox"/> and, if applicable PRINT SERVICES PROVIDER #2 <input type="checkbox"/>		
Core Team Member full legal name		
Authorized Representative of Core Team Member for evaluation purposes (e.g., clarifications)	Name	
	Title	
	Address	
	Telephone #	
	Fax #	
Former Public Servants See the Article in Part 5 of the ITQ entitled Former Public Servant for a definition of “Former Public Servant”.	Are any Core Team Member resources a FPS in receipt of a pension as defined in the ITQ? Yes ____ No ____ If yes, provide the information required by the Article in Part 2 entitled “Former Public Servant”	
	Are any Core Team Member resources a FPS who received a lump sum payment under the terms of the work force adjustment directive? Yes ____ No ____ If yes, provide the information required by the Article in Part 2 entitled “Former Public Servant”	
Security Clearance Level of Core Team Member <i>[include both the level and the date it was granted]</i> <i>[Note to suppliers: Please ensure that the security clearance matches the legal name of the Respondent Core Team Member. If it does not, the security clearance is not valid for the Respondent.]</i> OR <i>Include email sent to the Contracting Authority to initiate the Security Clearance</i>		
Named Print Manufacturer 1: (IF APPLICABLE)		
Named Print Manufacturer 2: (IF APPLICABLE)		
On behalf of the Core Team Member, by signing below, I confirm that I have read the entire ITQ including the documents incorporated by reference into the ITQ and I certify that: 1. The Core Team Member considers itself and its products able to meet all the mandatory requirements described in the ITQ for the Core Team Members respective role (MPIS, PS 1, PS 2 or PS Providers Named Print Manufacturer) and 2. All the information provided in the response is complete, true and accurate.		
Signature of the authorized representative of the Core Team Member		
Contacts of the authorized representative of the Core Team Member	Name	
	Address	
	Email	
	Signature	
	Phone	



Form 2

OEM Certification Form

This confirms that the original equipment manufacturer (OEM) identified below has authorized the Respondent named below to provide and maintain its products under any contract resulting from a bid solicitation issued as a result of the ITQ identified below.

Name of OEM _____

Signature of authorized signatory of OEM _____

Print Name of authorized signatory of OEM _____

Print Title of authorized signatory of OEM _____

Address for authorized signatory of OEM _____

Telephone no. for authorized signatory of OEM _____

Fax no. for authorized signatory of OEM _____

Date signed _____

ITQ Number _____

Name of Respondent _____

ANNEX A

PROCUREMENT PROCESS

Overview

The WTD Printing Products service multi-phase Collaborative Procurement Solution (CPS) process is shown in Figure 1 and summarized in Table 1. This process will be used until the final Bid Solicitation(s) is issued to the Qualified Respondent(s) in the Bid Solicitation Phase. This approach will allow Canada to conduct due diligence of WTD Printing Products requirements with Qualified Respondents before issuing a bid solicitation(s).

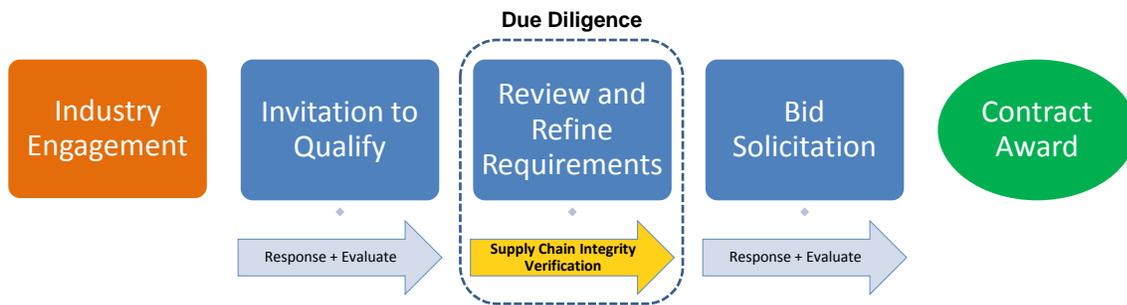


Figure 2: WTD Printing Products Procurement Approach

Table 1: Summary of WTD Printing Products Procurement Phases

Procurement Phase	Objectives
Industry Engagement	<ul style="list-style-type: none"> Solicit feedback from industry on Canada’s requirements and the procurement approach This phase has been completed
Invitation to Qualify	<ul style="list-style-type: none"> Issue ITQ Obtain ITQ responses from Respondents Evaluate ITQ responses Select up to top 5 highest ranked Qualified Respondents to continue to the Review and Refine Requirements Phase and Bid Solicitation Phase
Review and Refine Requirements	<ul style="list-style-type: none"> Qualified Respondents have an opportunity to enhance their understanding of the WTD Printing Products requirements Qualified Respondents to provide their list of IT products (equipment, firmware, software, services), together with network diagrams and information about subcontractors Select the Qualified Respondents to continue to the Bid Solicitation Phase based on Supply Chain Integrity assessment if it was completed during RRR
Bid Solicitation	<ul style="list-style-type: none"> Issue finalized solicitation to all Qualified Respondents Obtain bid responses from the Respondents Evaluate the bid proposals Conduct the supply chain integrity verification of the Respondents’ IT products to ensure that all IT products



	<p>proposed, network architecture and subcontractors meet certain security and supply chain standards if it was not completed at RRR</p> <ul style="list-style-type: none"> • Select up to 3 highest ranked successful proposal(s)
Contract Award	<ul style="list-style-type: none"> • Award the WTD Printing Products contract(s) and/or Supply Arrangement(s) and/or Standing Offer

Canada will not reimburse any Respondent for expenses incurred during any of the WTD Printing Products ITQ Phase, Review and Refine Requirements Phase or Bid Solicitation Phase.

Invitation to Qualify

The purpose of the Invitation to Qualify (ITQ) is to identify the Respondents who have demonstrated and proven necessary capabilities and experience in provisioning print devices, managed print services and integration services.

The ITQ evaluation criteria focuses on the Respondent’s capabilities and experience to deliver Managed Print Integration Services and Print Services, taking into consideration parameters for size, scope, and complexity. Please refer to Attachment 4.1 WTD Evaluation Framework and Process for the detailed evaluation criteria.

Once the Qualified Respondents have been selected and have been notified that they have qualified for the next phase of the procurement process, Canada intends to proceed with the Review and Refine Requirements Phase. Qualified Respondents may withdraw from the process by providing written notification to the Contracting Authority.

Review and Refine Requirements Phase

Canada will start the Review and Refine Requirements (RRR) Phase by providing the Qualified Respondents with the detailed process that will be followed for this Phase.

In this phase, Canada will engage the Qualified Respondents in a collaborative review of its detailed requirements and request that the Qualified Respondents provide comments, suggestions, and/or identify areas that require additional clarification from Canada through the process as set out in the detailed materials provided to all Qualified Respondents. Canada will require a significant commitment from Qualified Respondents during this phase, both in terms of time and resources. Canada will take into consideration the feedback provided by Qualified Respondents and finalize its technical and solicitation requirements for use in the Bid Solicitation Phase. The interactions could include:

- a) one-on-one sessions;
- b) presentation sessions; and
- c) written questions and answers.

Canada will consider the feedback provided by Qualified Respondents when finalizing the SOW for WTD Printing Products and its solicitation requirements for use in the Bid Solicitation Phase. Canada will conduct a supply chain integrity verification of the Qualified Respondents’ IT products (equipment, firmware, software, services), together with network diagrams and information about subcontractors, that the Qualified Respondent will use to provide the WTD Printing Products services to ensure that all IT products meet certain security and supply chain standards. This process may be started and/or completed during RRR. More information about this process will be provided to the Qualified Respondents during the RRR Phase.



It is the responsibility of each Qualified Respondent to take advantage of the Review and Refine Requirements Phase by asking the questions that are necessary to prepare a complete response(s) to the final bid solicitation.

Bid Solicitation Phase

In the Bid Solicitation Phase, Canada may issue a formal RFP and/or RFSA and/or RFSO to the Qualified Respondents who have participated in the Review and Refine Requirements Phase. Each Qualified Respondent will be permitted to formally bid on the requirements set out in the RFP.

Contract Award and/or Standing Offer and/or Supply Arrangement Phase

After completion of the Bid Solicitation Phase, selected Bidder(s) will be recommended for Contract Award and/or Supply Arrangement and/or Standing Offer providing that Canada has received all necessary internal approvals.

Anticipated Schedule

The anticipated schedule for the WTD Printing Products procurement phases, as well as Implementation, is shown in Table 2. The schedule is provided for information purposes, and will be used by Canada for planning purposes. It is subject to change by Canada.

Table 2: Canada’s Anticipated Procurement and Implementation Schedule

Phase	Estimated Duration
Invitation to Qualify	July 2016 to August 2016
Review and Refine Requirements	August 2016 to October 2016
Bid Solicitation	January 2017
Contract Award	February 2017 to March 2017

Note that the above dates are tentative, and subject to change



ANNEX B

DETAILED OVERVIEW OF THE REQUIREMENT

Note to Respondents: Annex B is provided as an attachment in a separate PDF document.



ANNEX C Glossary and Definition of Terms

Acronym	Description
AQL	Acceptable Quality Level
B/W	Black and White
CCM	Commercial Confidential Meeting
CEO	Chief Executive Officer
CIO	Chief Information Officer
CPS	Collaborative Procurement Solutions
CSEC	Communications Security Establishment Canada
D-A	Departments and agencies
ET	Eastern Time
FGWD	Federal Government Working Day
GC	Government of Canada
HW	Hardware
IM	Information Management
IT	Information Technology
ITIL	Information Technology Infrastructure Library
ITQ	Invitation to Qualify
ITSG	Information Technology Security Guidance
ITSM	IT Service Management
KPI	Key Performance Indicator
MFD	Multi-Function Device
MPIS	Managed Print Integration Services
MPS	Managed Print Services
NATO	North Atlantic Treaty Organization
NMSO	National Master Standing Offers
OEM	Original Equipment Manufacturer
OGD	Other Government Department
PBN	Procurement Business Number
PIN	Personal Identification Number
PS	Print Services
PSPC	Public Services and Procurement Canada formerly PWGSC
PWGSC	Public Works and Government Services Canada changed to PSPC
QA	Quality Assurance
QR	Qualified Respondents



Acronym	Description
RASCI	Responsible Accountable Support Consulted Informed
RFI	Request for Information
RFP	Request for Proposal
RFSA	Request for Supply Arrangement
RFSD	Request for Standing Offer
RRR	Review and Refine Requirements
RVD	Request for Volume Discounts
SCI	Supply Chain Integrity
SCSI	Supply Chain Security Information
SLA	Service Level Agreement
SLT	Service Level Target
SP	Software Publisher
SSC	Shared Services Canada
SW	Software
TBD	To Be Defined
TCV	Total Contract Value
TIS	Technical Integration Service
WTD	Workplace Technology Devices



Definitions of Terms

Term	Definition
Affiliate	For the purposes of this solicitation, an Affiliate will include any entity which does not operate at arm's length from the Respondent, including a parent or a branch, division or subsidiary of the Respondent.
Agreement	Means the Agreement to Participate to be entered into by the SSC with the Qualified Respondent for the Review and Refine Requirements phase, should the Respondent become a Qualified Respondent. A pro-forma Agreement is attached as Appendix A to RRR Process Document.
Bid	An offer to provide services or supply goods as a result of a solicitation.
Canada's Data	Means any data originating from the Work, any data received in contribution to the Work or that is generated as a result of the delivery of security, configuration, operations, administration and management services, and any data that is transported or stored by the contractor or any subcontractor as a result of performing the Work.
Client Organization	A legal entity, from either the public or private sector, receiving WTD Printing Products Services provided under a contract with the Lead Respondent or Core Team Members 2 and/or 3.
Client Reference	A reference of a project for a Client Organization that is being used by the Respondent for addressing the Mandatory or Rated requirements as described in Attachment 4.1 WTD Evaluation Framework and Process. The Client Organisation must have entered in a contract directly with the Core Team member.
Commercial Confidential Meeting (CCM)	Means a meeting between SSC and the Qualified Respondent in which aspects of the project, and potentially Qualified Respondent solutions are discussed in a commercially confidential setting that may involve the sharing of Confidential Qualified Respondent Information.
Confidential Qualified Respondent Information	Means all Qualified Respondent information that is confidential by its nature or in the circumstances in which it is received, including all confidential information in the custody or control of SSC, regardless of whether it is identified as confidential or not, and whether recorded or not, and however fixed, stored, expressed or embodied, which comes into the knowledge, possession or control of SSC.
Confidential SSC Information	Means all government information that is confidential by its nature or in the circumstances in which it is received, including all confidential information in the custody or control of SSC, regardless of whether it is identified as confidential or not, and whether recorded or not, and however fixed, stored, expressed or embodied, which comes into the knowledge, possession or control of the Qualified Respondent.
Core Team	The Core Team can be comprised of a maximum of 1 Lead Respondent and up to 2 additional Core Team Members.



Term	Definition
Fairness Monitor	Means an independent third party whose role is to observe the procurement process, to provide related feedback on fairness issues to SSC and to provide an unbiased and impartial opinion on the fairness of the observed procurement process.
Invitation to Qualify (ITQ).	Procurement instrument used to identify Qualified Respondents for the Review and Refine Requirements and Bid Solicitation phases of the CPS procurement approach.
Lead Respondent	The Lead Respondent of a Core Team. The Core Team member that will be the Core Team's representative for the purpose of this procurement.
Joint Venture	<p>An association of two or more parties who combine their money, property, knowledge, expertise or other resources in a single joint business enterprise sometimes referred as a consortium, to response together on a requirement. Respondents who response as a joint venture must indicate clearly that it is a joint venture and provide the following information:</p> <ul style="list-style-type: none">a) The name of each member of the joint venture;b) The Procurement Business Number of each member of the joint venture;c) The name of the representative of the joint venture, i.e. the member chosen by the other members to act on their behalf, if applicable;d) The name of the joint venture, if applicable. <p>If the information is not clearly provided in the response, the Respondent must provide the information on request from the Contracting Authority.</p> <p>The response and any resulting contract must be signed by all the members of the joint venture unless one member has been appointed to act on behalf of all members of the joint venture. The Contracting Authority may, at any time, require each member of the joint venture to confirm that the representative has been appointed with full authority to act as its representative for the purposes of the bid solicitation and any resulting contract. If a contract is awarded to a joint venture, all members of the joint venture will be jointly and severally or solidarily liable for the performance of any resulting contract.</p>
Managed Content Services	Managed content services (MCS) are a comprehensive solution that rationalizes, streamlines and optimizes business communications inside an organization by providing consultative help, software and implementation. It is tightly coupled with managed print services (MPS) and ranges from print server consolidation to business process automation and business process optimization.
Managed Print Devices	Print Devices exclusively provisioned as part of Managed Print Services.



Term	Definition
Managed Print Services	Managed print services are services offered to optimize or manage an organization's document output. The service includes the development of design principles, assessment and optimization, the deployment, management and maintenance (including parts and consumables excluding paper) of the print environment (including existing third-party equipment as required) using utilities and tools that provide line of sight, status and performance metrics for Print Devices. The vendor has complete responsibility and control over the device lifecycle management.
Open Meeting	Means a meeting between SSC and all Qualified Respondents in which aspects of the WTD Printing Products are discussed, excluding aspects that have been identified as Confidential Qualified Respondent Information.
Print Devices	Non retail commercial printers, scanners or printing and imaging multi-function devices (MFD) that combine printing, scanning, faxing and photocopying that are provisioned to the client. In addition to the warranty (break / fix services), to qualify, the devices must be: <ul data-bbox="683 848 1398 968" style="list-style-type: none">• covered by a service contract inclusive of preventative maintenance (including parts) performed on-site by Print Service Provider personnel as well as consumables; or• provisioned as part of Managed Print Services.
Print Management	Controlling, maintaining and monitoring a printing environment and its productivity levels.
Print Manufacturer	A company who produces digital printers.
Pull Printing	A printing feature where a user's print job is held and released by the user at any printing device (pulled to the printer) which supports this feature.
Print Spooling	A software solution that manages sending jobs to the printer.
Private Sector	Privately held sole proprietors, partnerships or corporations and/or publicly traded corporations.
Product Manufacturer	Means the entity which assembles the component parts to manufacture a Product.
Products	Means any hardware that operates at the data link layer of the OSI Model (Layer 2) and above, any software and Workplace Technology Devices.
Project Lead	Means a person that will be the single point of contact from the Qualified Respondent that will be responsible for all communications with SSC outside of fixed meetings.



Term	Definition
Protected Information	<p>This refers to specific provisions of the <i>Access to Information Act</i> and the <i>Privacy Act</i> and applies to sensitive personal, private, and business information.</p> <p>Protected A (low-sensitive): Applies to information that, if compromised, could reasonably be expected to cause injury outside the National Interest, for example, disclosure of exact salary figures.</p> <p>Protected B (particularly sensitive): applies to information that, if compromised, could reasonably be expected to cause serious injury outside the National Interest, for example, loss of reputation or competitive advantage.</p> <p>Protected C (extremely sensitive): applies to the very limited amount of information that, if compromised, could reasonably be expected to cause extremely grave injury outside the National Interest, for example, loss of life.</p>
Public Sector	Government entities at the federal, provincial and municipal level, higher education universities and colleges, and hospitals.
Qualified Respondent	A Respondent who is identified by Canada to participate in the Review and Refine Requirements and Bid Solicitation phases of the procurement.
Security Assessment	The on-going process of evaluating the performance of IT security controls throughout the lifecycle of information systems to establish the extent to which the controls are implemented correctly, operating as intended, and producing the desired outcome with respect to meeting the departmental business needs for security. Security assessment supports authorization by providing the grounds for confidence in information system security.
Service Catalogue	Pre-determined services and goods that can be ordered by a department or agency at a pre-determined price.
Service Delivery Point	A Floor or a Room in a Building where a Service or Product is implemented.
Software Publisher	Means the owner of the copyright of the software, who has the right to license (and authorize others to license/sub-license) its software products.



Term	Definition
Total Contract Value (TCV)	<p>The cumulative absolute value of the annual contracted value plus the value of any option periods stipulated for the Client Reference. The total contract value is for current and future cumulated value yet to be exercised as stated in one or many contracts for the Client Reference. Here are two examples of TCV calculations:</p> <p>1) a supplier in the third year of a five year contract with the Client Reference for \$1M per year with 3 x 1 year option periods also valued at \$1M per option year has a TCV of \$8M:</p> $5 \text{ years} \times \$1\text{M}/\text{year} + 3 \text{ years} \times \$1\text{M}/\text{year} = \8M <p>2) a supplier has one contract with the Client Reference in the fourth year of a five year contract for \$2M per year with 2 x 1 year option periods also valued at \$2M per option year plus another contract with the same Client Reference in the second year of a three year contract for \$1M per year with 1 x 1 year option periods also valued at \$1M per option year has a TCV of \$18M:</p> $5 \text{ years} \times \$2\text{M}/\text{year} + 2 \text{ years} \times \$2\text{M}/\text{year} + 3 \text{ years} \times \$1\text{M}/\text{year} + 1 \text{ years} \times \$1\text{M}/\text{year} = \18M
Work	Means all the activities, services, goods, equipment, matters and things required to be done, delivered or performed by the Contractor under the resulting contract.
Workplace Technology Devices	Means desktops, mobile workstations such as laptops and tablets, smart phones, phones, printers and scanners that connect directly to a computing device or a network, as well as Multi-Function Devices (MFD) that combine printing, scanning, photocopying and faxing and peripherals and accessories such as monitors, keyboards, computer mouse, audio devices and external and internal storage devices such as USB flash drives, memory cards, external hard drives and writable CD and DVD.
WTD Printing Products	Printers and scanners that connect directly to a computing device or a network, as well as Multi-Function Devices (MFD) that combine printing, scanning, photocopying and faxing.



Annex D

DRAFT SECURITY REQUIREMENTS CHECK LIST (SRCL)

(Note to Respondents: Annex D, SRCL is provided as attached as a separate PDF document.)



Annex E

PART 6 DRAFT RESULTING CONTRACT CLAUSES

This Annex is for information only and may be subject to change.

The following sample clauses and conditions may apply to and form part of any resulting contract(s) or Supply Arrangement(s) resulting from the bid solicitation(s) Request for Supply Arrangement.

Definitions to be added to section [To be inserted at the time of bid solicitation] of the contract:

- "Product" means any hardware that operates at the data link layer of the OSI Model (layer 2) and above, any software and Workplace Technology Devices.
- "Workplace Technology Devices" means desktops, mobile workstations such as laptops and tablets, smartphones, phones, printers and scanners that connect directly to a computing device or a network, as well as Multi-Function Devices (MFD) that combine printing, scanning, photocopying and faxing, and peripherals and accessories such as monitors, keyboards, computer mouse, audio devices and external and internal storage devices such as USB flash drives, memory cards, external hard drives and writable CD or DVD.
- "Canada's Data" means any data originating from the Work, any data received in contribution to the Work or that is generated as a result of the delivery of security, configuration, operations, administration and management services, and any data that is transported or stored by the contractor or any subcontractor as a result of performing the Work.
- "Work" means all the activities, services, goods, equipment, matters and things required to be done, delivered or performed by the Contractor under the resulting contract.

6.1 On-going Supply Chain Integrity Process

6.1.1 Supply Chain Integrity Process: The Parties acknowledge that a Supply Chain Integrity Process assessment was a key component of the procurement process that resulted in the award of this Contract. In connection with that assessment process, Canada assessed the Contractor's Supply Chain Security Information (SCSI) without identifying any security concerns. The following SCSI was submitted:

- 6.1.1.1 an IT Product List;
- 6.1.1.2 a list of subcontractors; and
- 6.1.1.3 network diagram(s).

This SCSI is included as [To be inserted at the time of bid solicitation]. The Parties also acknowledge that security is a critical consideration for Canada with respect to this Contract and that on-going assessment of SCSI will be required throughout the Contract Period. This Article governs that process.

6.1.2 Assessment of New SCSI: During the Contract Period, the Contractor may need to modify the SCSI information contained in [To be inserted at the time of bid solicitation]. In that regard:

- 6.1.2.1 The Contractor, starting at contract award, must revise its SCSI at least once a month to show all changes made, as well as all deletions and additions to the SCSI that affect the services under the Contract (including Products deployed by its subcontractors) during that period; the list must be marked to show the changes made during the applicable period. If no changes have been made during the reporting month, the Contractor must advise the Contracting Authority in writing that the existing list is unchanged. Changes made to the IT Product List must be accompanied with revised Network Diagram(s) when applicable.



- 6.1.2.2 The Contractor agrees that, during the Contract Period, it will periodically (at least once a year) provide the Contracting Authority with updates regarding upcoming new Products that it anticipates deploying in the Work (for example, as it develops its “technology roadmap” or similar plans). This will allow Canada to assess those Products in advance so that any security concerns can be identified prior to the Products being deployed in connection with the services being delivered under the Contract. Canada will endeavour to assess proposed new Products within 30 calendar days, although lengthier lists of Products may take additional time.
- 6.1.2.3 Canada reserves the right to conduct a complete, independent security assessment of all new SCSIs. The Contractor must, if requested by the Contracting Authority, provide any information that Canada requires to perform its assessment.
- 6.1.2.4 Canada may use any government resources or consultants to conduct the assessment and may contact third parties to obtain further information. Canada may use any information, whether it is provided by the Contractor or comes from another source, that Canada considers advisable to conduct a comprehensive assessment of any proposed new SCSIs.

6.1.3 Identification of New Security Vulnerabilities in SCSIs already assessed by Canada:

- 6.1.3.1 The Contractor must provide to Canada timely information about any vulnerabilities of which it becomes aware in performing the Work, including any weakness, or design deficiency, identified in any Product used to deliver services that would allow an unauthorized individual to compromise the integrity, confidentiality, access controls, availability, consistency or audit mechanism of the system or the data and applications it hosts.
- 6.1.3.2 The Contractor acknowledges that the nature of information technology is such that new vulnerabilities, including security vulnerabilities, are constantly being identified and, that being the case, new security vulnerabilities may be identified in SCSIs that have already been the subject of an SCSIs assessment and assessed without security concerns by Canada, either during the procurement process or later during the Contract Period.

6.1.4 Addressing Security Concerns:

- 6.1.4.1 If Canada notifies the Contractor of security concerns regarding a Product that has not yet been deployed, the Contractor agrees not to deploy it in connection with this Contract without the consent of the Contracting Authority.
- 6.1.4.2 At any time during the Contract Period, if Canada notifies the Contractor that, in Canada’s opinion, there is a Product that is being used in the Contractor’s solution (including use by a subcontractor) that has been assessed as having the potential to compromise or be used to compromise the security of Canada’s equipment, firmware, software, systems or information, then the Contractor must:
 - a) provide Canada with any further information requested by the Contracting Authority so that Canada may perform a complete assessment;
 - b) if requested by the Contracting Authority, propose a mitigation plan (including a schedule), within 10 business days, such as migration to an alternative Product. The Contracting Authority will notify the Contractor in writing if Canada approves the mitigation plan, or will otherwise provide comments about concerns or deficiencies with the mitigation plan; and
 - c) implement the mitigation plan approved by Canada.

This process applies both to new Products and to Products that were already assessed pursuant to the Supply Chain Integrity Process assessment by Canada, but for which new security vulnerabilities have since been identified.
- 6.1.4.3 Despite the previous Sub-article, if Canada determines in its discretion that the identified security concern represents a threat to national security that is both serious



and imminent, the Contracting Authority may require that the Contractor immediately cease deploying the identified Product(s) in the Work. For Products that have already been deployed, the Contractor must identify and/or remove (as required by the Contracting Authority) the Product(s) from the Work according to a schedule determined by Canada. However, prior to making a final determination in this regard, Canada will provide the Contractor with the opportunity to make representations within 48 hours of receiving notice from the Contracting Authority. The Contractor may propose, for example, mitigation measures for Canada's consideration. Canada will then make a final determination.

6.1.5 Cost Implications:

- 6.1.5.1 Any cost implications related to a demand by Canada to cease deploying or to remove a particular Product or Products will be considered and negotiated in good faith by the Parties on a case-by-case basis and may be the subject of a Contract Amendment, However, despite any such negotiations, the Contractor must cease deploying and/or remove the Product(s) as required by Canada. The negotiations will then continue separately. The Parties agree that, at a minimum, the following factors will be considered in their negotiations, as applicable:
- a) with respect to Products already assessed without security concerns by Canada pursuant to an SCSl assessment, evidence from the Contractor of how long it has owned the Product;
 - b) with respect to new Products, whether or not the Contractor was reasonably able to provide advance notice to Canada regarding the use of the new Product in connection with the Work;
 - c) evidence from the Contractor of how much it paid for the Product, together with any amount that the Contractor has pre-paid or committed to pay with respect to maintenance and support of that Product;
 - d) the normal useful life of the Product;
 - e) any "end of life" or other announcements from the manufacturer of the Product indicating that the Product is or will no longer be supported;
 - f) the normal useful life of the proposed replacement Product;
 - g) the time remaining in the Contract Period;
 - h) whether or not the existing Product or the replacement Product is or will be used exclusively for Canada or whether the Product is also used to provide services to other customers of the Contractor or its subcontractors;
 - i) whether or not the Product being replaced can be redeployed to other customers;
 - j) any training required for Contractor personnel with respect to the installation, configuration and maintenance of the replacement Products, provided the Contractor can demonstrate that its personnel would not otherwise require that training;
 - k) any developments costs required for the Contractor to integrate the replacement Products into the Service Portal, operations, administration and management systems, if the replacement Products are Products not otherwise deployed anywhere in connection with the Work; and
 - l) the impact of the change on Canada, including the number and type of resources required and the time involved in the migration.
- 6.1.5.2 Additionally, if requested by the Contracting Authority, the Contractor must submit a detailed cost breakdown, once any work to address a security concern identified under this Article has been completed. The cost breakdown must contain an itemized list of all applicable cost elements related to the work required by the Contracting Authority and must be signed and certified as accurate by the Contractor's most



senior financial officer, unless stated otherwise in writing by the Contracting Authority. Canada must consider the supporting information to be sufficiently detailed for each cost element to allow for a complete audit. In no case will any reimbursement of any expenses of the Contractor (or any of its subcontractors) exceed the demonstrated out-of-pocket expenses directly attributable to Canada's requirement to cease deploying or to remove a particular Product or Products.

- 6.1.5.3 Despite the other provisions of this Article, if the Contractor or any of its subcontractors deploys new Products that Canada has already indicated to the Contractor are the subject of security concerns in the context of the Work, Canada may require that the Contractor or any of its subcontractors immediately cease deploying or remove that Product. In such cases, any costs associated with complying with Canada's requirement will be borne by the Contractor and/or subcontractor, as negotiated between them. Canada will not be responsible for any such costs.

6.1.6 General:

- 6.1.6.1 The process described in this Article may apply to a single Product, to a set of Products, or to all Products manufactured or distributed by a particular supplier.
- 6.1.6.2 The process described in this Article also applies to subcontractors. With respect to cost implications, Canada acknowledges that the cost considerations with respect to concerns about subcontractors (as opposed to Products) may be different and may include factors such as the availability of other subcontractors to complete the work.
- 6.1.6.3 Any service levels that are not met due to a transition to a new Product or subcontractor required by Canada pursuant to this Article will not trigger a Service Credit, nor will a failure in this regard be taken into consideration for overall metric calculations, provided that the Contractor implements the necessary changes in accordance with the migration plan approved by Canada or proceeds immediately to implement Canada's requirements if Canada has determined that the threat to national security is both serious and imminent.
- 6.1.6.4 If the Contractor becomes aware that any subcontractor is deploying Products subject to security concerns in relation to the Work, the Contractor must immediately notify both the Contracting Authority and the Technical Authority and the Contractor must enforce the terms of its contract with its subcontractor. The Contractor acknowledges its obligations pursuant to General Conditions 2035, Subsection 8(3).
- 6.1.6.5 Any determination made by Canada will constitute a decision with respect to a specific Product or subcontractor and its proposed use under this Contract, and does not mean that the same Product or subcontractor would necessarily be assessed in the same way if proposed to be used for another purpose or in another context.

6.2 Subcontracting

6.2.1 Despite the General Conditions, none of the Work may be subcontracted (even to an affiliate of the Contractor) unless the Contracting Authority has first consented in writing. In order to seek the Contracting Authority's consent, the Contractor must provide the following information:

- 6.2.1.1 the name of the subcontractor;
- 6.2.1.2 the portion of the Work to be performed by the subcontractor;
- 6.2.1.3 the Designated Organization Screening or the Facility Security Clearance (FSC) level of the subcontractor;
- 6.2.1.4 the date of birth, the full name and the security clearance status of individuals employed by the subcontractor who will require access to Canada's facilities;
- 6.2.1.5 completed sub-SRCL signed by the Contractor's Company Security Officer for CISC completion; and
- 6.2.1.6 any other information required by the Contracting Authority.



6.2.2 For the purposes of this Article, a “subcontractor” does not include a supplier who deals with the Contractor at arm's length whose only role is to provide telecommunications or other equipment or software that will be used by the Contractor to provide services, including if the equipment will be installed in the backbone or infrastructure of the Contractor.

6.3 Change of Control

6.3.1 At any time during the Contract Period, if requested by the Contracting Authority, the Contractor must provide to Canada:

- 6.3.1.1 an organization chart for the Contractor showing all related corporations and partnerships; for the purposes of this Sub-article, a corporation or partnership will be considered related to another entity if:
 - a) they are “related persons” or “affiliated persons” according to the Canada *Income Tax Act*;
 - b) the entities have now or in the two years before the request for the information *had a fiduciary* relationship with one another (either as a result of an agency arrangement or any other form of fiduciary relationship); or
 - c) the entities otherwise do not deal with one another at arm’s length, or *each of them does not deal at arm’s length with the same third party.*
- 6.3.1.2 a list of all the Contractor’s shareholders; if the Contractor is a subsidiary, this information must be provided for each parent corporation or parent partnership, up to the ultimate owner; with respect to any publicly traded corporation, Canada anticipates that the circumstances in which it would require a complete list of shareholders would be unusual and that any request from Canada for a list of a publicly traded corporation’s shareholders would normally be limited to a list of those shareholders who hold at least 1% of the voting shares;
- 6.3.1.3 a list of all the Contractor’s directors and officers, together with each individual’s home address, date of birth, birthplace and citizenship(s); if the Contractor is a subsidiary, this information must be provided for each parent corporation or parent partnership, up to the ultimate owner; and
- 6.3.1.4 any other information related to ownership and control that may be requested by Canada.

If requested by the Contracting Authority, the Contractor must provide this information regarding its subcontractors as well. However, if a subcontractor considers this information to be confidential, the Contractor may meet its obligation by having the subcontractor submit the information directly to the Contracting Authority. Regardless of whether the information is submitted by the Contractor or a subcontractor, Canada agrees to handle this information in accordance with Subsection 22(3) of General Conditions 2035 (General Conditions – Higher Complexity – Services), provided the information has been marked as either confidential or proprietary.

6.3.2 The Contractor must notify the Contracting Authority in writing of:

- 6.3.2.1 any change of control in the Contractor itself;
- 6.3.2.2 any change of control in any parent corporation or parent partnership of the Contractor, up to the ultimate owner; and
- 6.3.2.3 any change of control in any subcontractor performing any part of the Work (including any change of control in any parent corporation or parent partnership of the subcontractor, up to the ultimate owner).

The Contractor must provide this notice by no later than 10 FGWDs after any change of control takes place (or, in the case of a subcontractor, within 15 FGWDs after any change of control takes place). Where possible, Canada requests that the Contractor provide advance notice of any proposed change of control transaction.



- 6.3.3** In this Article, a “change of control” includes but is not limited to a direct or indirect change in the effective control of the corporation or partnership, whether resulting from a sale, encumbrance, or other disposition of the shares (or any form of partnership units) by any other means. In the case of a joint venture Contractor or subcontractor, this applies to a change of control of any of the joint venture’s corporate or partnership members. In the case of a Contractor or subcontractor that is a partnership or limited partnership, this requirement also applies to any corporation or limited partnership that is a partner.
- 6.3.4** If Canada determines in its sole discretion that a change of control affecting the Contractor (either in the Contractor itself or any of its parents, up to the ultimate owner) may be injurious to national security, Canada may terminate the Contract on a “no-fault” basis by providing notice to the Contractor within 90 days of receiving the notice from the Contractor regarding the change of control. Canada will not be required to provide its reasons for terminating the Contract in relation to the change of control, if Canada determines in its discretion that the disclosure of those reasons could itself be injurious to national security.
- 6.3.5** If Canada determines in its sole discretion that a change of control affecting a subcontractor (either in the subcontractor itself or any of its parents, up to the ultimate owner) may be injurious to national security, Canada will notify the Contractor in writing of its determination. Canada will not be required to provide the reasons for its determination, if Canada determines in its discretion that the disclosure of those reasons could itself be injurious to national security. The Contractor must, within 90 days of receiving Canada’s determination, arrange for another subcontractor, acceptable to Canada, to perform the portion of the Work being performed by the existing subcontractor (or the Contractor must perform this portion of the Work itself). If the Contractor fails to do so within this time period, Canada will be entitled to terminate the Contract on a “no-fault” basis by providing notice to the Contractor within 180 days of receiving the original notice from the Contractor regarding the change of control.
- 6.3.6** In this Article, termination on a “no-fault” basis means that neither party will be liable to the other in connection with the change of control or the resulting termination, and Canada will only be responsible for paying for those services received up to the effective date of the termination.
- 6.3.7** Despite the foregoing, Canada’s right to terminate on a “no-fault” basis will not apply to circumstances in which there is an internal reorganization that does not affect the ownership of the ultimate parent corporation or parent partnership of the Contractor or subcontractor, as the case may be; that is, Canada does not have a right to terminate the Contract pursuant to this Article where the Contractor or subcontractor continues, at all times, to be controlled, directly or indirectly, by the same ultimate owner. However, in any such case, the notice requirements of this Article still apply.

6.4 Limitation of Liability - Information Management/Information Technology

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



- i. any infringement of intellectual property rights to the extent the Contractor breaches the section of the general conditions entitled "Intellectual Property Infringement and Royalties";
 - ii. physical injury, including death.
- b) The Contractor is liable for all direct damages caused by the Contractor's performance or failure to perform the Contract affecting real or tangible personal property owned, possessed, or occupied by Canada.
- c) Each of the Parties is liable for all direct damages resulting from its breach of confidentiality under the Contract. Each of the Parties is also liable for all indirect, special or consequential damages in respect of its unauthorized disclosure of the other Party's trade secrets (or trade secrets of a third party provided by one Party to another under the Contract) relating to information technology.
- d) The Contractor is liable for all direct damages relating to any encumbrance or claim relating to any portion of the Work for which Canada has made any payment. This does not apply to encumbrances or claims relating to intellectual property rights, which are addressed under (a) above.
- e) The Contractor is also liable for any other direct damages to Canada caused by the Contractor's performance or failure to perform the Contract that relate to:
 - i. any breach of the warranty obligations under the Contract, up to the total amount paid by Canada (including any applicable taxes) for the goods and services affected by the breach of warranty; and
 - ii. any other direct damages, including all identifiable direct costs to Canada associated with reprocurring the Work from another party if the Contract is terminated by Canada either in whole or in part for default, up to an aggregate maximum for this subparagraph (ii) of the greater of 0.25 times the total estimated cost (meaning the dollar amount shown on the first page of the Contract in the block titled "Total Estimated Cost" or shown on each call-up, purchase order or other document used to order goods or services under this instrument), or \$1,000,000.00.

In any case, the total liability of the Contractor under paragraph (e) will not exceed the total estimated cost (as defined above) for the Contract or \$1,000,000.00, whichever is more.

- f) If Canada's records or data are harmed as a result of the Contractor's negligence or willful act, the Contractor's only liability is, at the Contractor's own expense, to restore Canada's records and data using the most recent back-up kept by Canada. Canada is responsible for maintaining an adequate back-up of its records and data.

3. Third Party Claims:

- a) Regardless of whether a third party makes its claim against Canada or the Contractor, each Party agrees that it is liable for any damages that it causes to any third party in connection with the Contract as set out in a settlement agreement or as finally determined by a court of competent jurisdiction, where the court determines that the Parties are jointly and severally liable or that one Party is solely and directly liable to the third party. The amount of the liability will be the amount set out in the settlement agreement or determined by the court to have been the Party's portion of the damages to the third party. No settlement agreement is binding on a Party unless its authorized representative has approved the agreement in writing.



- b) If Canada is required, as a result of joint and several liability, to pay a third party in respect of damages caused by the Contractor, the Contractor must reimburse Canada by the amount finally determined by a court of competent jurisdiction to be the Contractor's portion of the damages to the third party. However, despite paragraph (a), with respect to special, indirect, and consequential damages of third parties covered by this section, the Contractor is only liable for reimbursing Canada for the Contractor's portion of those damages that Canada is required by a court to pay to a third party as a result of joint and several liability that relate to the infringement of a third party's intellectual property rights; physical injury of a third party, including death; damages affecting a third party's real or tangible personal property; liens or encumbrances on any portion of the Work; or breach of confidentiality.
- c) The Parties are only liable to one another for damages to third parties to the extent described in this paragraph.

6.5 Security Requirement For Canadian Supplier:

1. The Contractor/Offeror must, at all times during the performance of the Contract/Standing Offer, hold a valid Facility Security Clearance at the level of **SECRET, with approved Document Safeguarding and Production Capabilities at the level of PROTECTED B**, issued by the Canadian Industrial Security Directorate (CISD), Public Services and Procurement Canada (PSPC).
2. The Contractor/Offeror personnel requiring access to **PROTECTED** information, assets or sensitive work site(s) must **EACH** hold a valid personnel security screening at the level of **SECRET or RELIABILITY STATUS**, as required, granted or approved by the CISD/PSPC.
Until the security screening of the Contractor/Offeror personnel required by this Contract/Standing Offer has been completed satisfactorily by the Canadian Industrial Security Directorate, the Contractor/Offeror personnel **MAY NOT HAVE ACCESS** to **PROTECTED** information or assets, and **MAY NOT ENTER** sites where such information or assets are kept, without an escort.
3. The Contractor **MUST NOT** utilize its Information Technology systems to electronically process, produce or store any sensitive **PROTECTED** information until **CISD/PSPC** has issued written approval. After approval has been granted, these tasks may be performed at the level **PROTECTED B** including an IT Link at the level of **PROTECTED B**.
4. Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of CISD/PSPC.
5. The Contractor/Offeror must comply with the provisions of the:
 - a) Security Requirements Check List and security guide (if applicable), attached at Annex D;
 - b) Industrial Security Manual (Latest Edition).



**Shared Services Canada
Workplace Technology Devices Initiative
Printing Products ITQ**

Annex B- Overview of the Requirement

For Information Only

UNCLASSIFIED



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1 BACKGROUND

- (1) The Government of Canada (GC) launched the Workplace Technology Devices (WTD) initiative in April 2013, under the leadership of Shared Services Canada (SSC). Through this initiative, SSC is mandated to consolidate, standardize and transform the procurement of workplace technology devices and related software for over 90 in-scope federal organizations. In so doing, SSC is improving service delivery and end-user productivity, strengthening the government's security posture, and reducing costs and generating value for the Crown.
- (2) SSC has launched a number of procurement consolidation initiatives to support these efforts, including for WTD Printing Products. This latter initiative is currently proceeding with the Invitation to Qualify (ITQ) phase of the Collaborative Procurement Solutions process, following the successful conclusion of the industry engagement phase (September 2015 to March 2016). Through this process, SSC is moving forward with its efforts to consolidate and modernize the procurement and provisioning of WTD Printing Products for SSC and its clients.

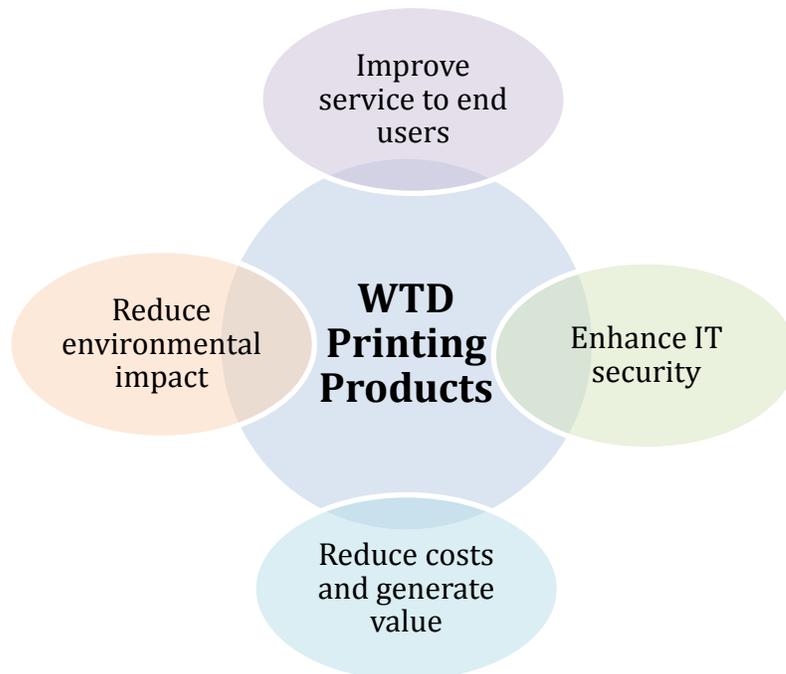
2 INTRODUCTION

- (1) The following Overview of the Requirement is provided FOR INFORMATION ONLY.
- (2) It is intended to provide potential Respondents with a better understanding of SSC's targeted high-level objectives for the WTD Printing Products service, as well as:
 - a) The end-state vision;
 - b) The desired outcomes;
 - c) The service strategy;
 - d) The high-level business requirements;
 - e) The scope of the service;
 - f) The expected performance; and,
 - g) The current state.
- (3) Collectively, this information is intended to support potential Respondents in making an informed decision about whether to participate in the ITQ.
- (4) Potential Respondents should note that the information presented in this document is subject to change during the Review and Refine Requirements (RRR) phase.

3 END-STATE VISION

- (1) SSC aims to achieve a secure, standard print environment for the GC that incorporates the latest technologies, while improving the end-user experience and productivity, delivering cost efficiencies, and reducing environmental impact.
- (2) Once this vision is realized, the end state would exhibit the following characteristics:
 - a) An optimized print environment where end users have access to the right printer with the right features in the right place at the right time, balancing cost versus convenience;
 - b) A flexible, simple and secure service;
 - c) A consistent and high quality service, where delivery is driven by service levels and key performance indicators;
 - d) A continuous service improvement program with ongoing reductions in print volumes by introducing print analytics, technology such as pull printing, and re-engineered business processes; and,
 - e) Immediate benefits realization.

Figure 1 - End State Vision



3.1 Key Attributes of the Proposed End State

- (1) Based on lessons learned through research and engagement activities, SSC has developed a set of key attributes that further define what service standardization and service modernization mean in the context of WTD Printing Products. These attributes will drive the design, implementation and operation of the end state.

3.1.1 Service Standardization

- (1) A security-by-design approach where security requirements and IT security vulnerability reductions are foundational elements of the service design.
- (2) A privacy-by-design approach that requires the integration of privacy requirements into any solution that stores personal information from the outset.
- (3) A unified GC IT security policy to strengthen the GC's IT security posture and improve service delivery.
- (4) Standard device specifications aligned with current and future needs that enable easy integration with SSC and its clients.
- (5) Design principles that align WTD Printing Product services with end-user needs and work styles to ensure that end users have the devices and tools they need to complete their functions, while also managing growth, reducing current diversity of choice, and reducing costs.
- (6) A simple, business-driven exceptions process to meet the unique needs of specific end users.
- (7) Asset refresh cycles for all WTD Printing Product devices to stay technologically current.
- (8) A set of tools for device management that supports line-of-sight over the fleet, and provides the capability for statistics collection, proactive remediation and centralized administration.
- (9) Standardized service delivery model across the GC and accommodation for any region-specific requirements and constraints.

3.1.2 Service Modernization

- (1) Centralized, simplified and enhanced policy enforcement, monitoring and health assessment, audit and incident management.
- (2) Efficient and responsive delivery on end-user service requests, supported by effective processes and tools that focus on facilitating increased end-user productivity while lowering service delivery costs.
- (3) Increased access to "self-service" request and help functionality by leveraging portal type solutions supported with a knowledge base system.
- (4) A department or agency-centric approach to service and relationship management, in which the department or agency Service Desk remains the single point of contact for end users.
- (5) A managed print environment, where the service provider manages the supply, maintenance and support of Print Devices, the provisioning of consumables¹, and device disposal, and where organizations are charged on a per-use model.
- (6) End-users access to secure, universal printing with intelligent routing to the operational printer where they claim their print job.²
- (7) Continuous improvement, innovation and transformation driven by incentives, processes and other mechanisms.

¹ This excludes paper.

² Commonly referred to as "Follow-Me Printing" or "Pull Printing", this allows end users to retrieve their print job at any networked device by using a secure login, personal identification number, or Smartcard access.

4 BUSINESS OUTCOMES AND OBJECTIVES

- (1) To achieve the outcomes presented in Table 1, SSC will consolidate the procurement and provisioning of WTD Printing Products, standardize the associated technology, and offer a modernized managed print service and environment. Each of these outcomes is linked to a set of business objectives with an associated performance target that is measured at a set frequency for comparison against the target value. The measured value should be within the tolerance level of the target value, which represents the allowable deviation from the target value for the objective to still be deemed achieved.
- (2) Achievement of these outcomes will support SSC in achieving its departmental strategic outcome of delivering “modern, reliable, secure and cost-effective IT infrastructure services to support government priorities and program delivery.”
- (3) The proposed performance objectives will be reviewed and refined as part of the RRR phase to identify target values and specify the tolerance/Acceptable Quality Level(AQL). They may then become the key performance indicators for the end-state service.

Table 1 - Business Outcomes

Desired Outcome	Performance			
	Objective	Measurement Frequency	Target Value	Tolerance/AQL
Improve service delivery and enhance end-user productivity ³ by increasing the consistency of the end-user experience, providing devices and tools that are better aligned with end-user needs and job functions, and supporting the modernization of the public service, including enabling Blueprint 2020 and Workplace 2.0	Minimize incidents (i.e. number of incidents)	Monthly	TBD	TBD
	Maximize availability (i.e. amount of uptime)	Monthly	TBD	TBD
	Maximize customer satisfaction (i.e. user satisfaction score)	Annually	TBD	TBD

³ This includes through reduced downtime due to problems with devices, and reduced time to resolution for device issues.

Desired Outcome	Performance			
	Objective	Measurement Frequency	Target Value	Tolerance/AQL
Strengthen IT security and reduce cyber vulnerabilities by standardizing the technology, being patch and version current ⁴ , and protecting the supply chain against untrusted equipment	All device makes and models must undergo supply chain integrity verification before implementation	Annually	TBD	TBD
Reduce costs and generate savings by procuring WTD Printing Products in a consolidated manner, standardizing the technology, and modernizing WTD Printing Products Support Services	Minimize ongoing service costs (i.e. total spending)	Annually	TBD	TBD
	Minimize cost-per-page (i.e. spending divided by pages printed)	Annually	TBD	TBD
Reduce environmental impact (Greening Government and E-waste Disposal Reduction)	Maximize employee-to-device ratio (i.e. number of employees divided by number of devices)	Annually	TBD	TBD
	Minimize energy consumption (i.e. energy consumption of removed devices vs energy consumption of installed devices)	Annually	TBD	TBD
	Reduce annual pages printed by employee (i.e. number of pages printed divided number of employees)	Annually	TBD	TBD

⁴ To be patch and version current means that the software on the device is up-to-date, ensuring greater stability and lowering security risks.

5 WTD PRINTING PRODUCTS STRATEGY

5.1 The State of Printing in the GC

- (1) The current print environment is highly variable across government departments and agencies, and is characterized at the enterprise level by:
 - a) Substantial device diversity and a large technology footprint.
 - b) Lack of visibility over the print environment, including:
 - i) Print device inventory;
 - ii) Print device utilization;
 - iii) Print devices that are end-of-lease or end-of-life; and,
 - iv) Current printing-related spending.
 - c) Service level variability.
 - d) Misaligned and variable lease expiration dates in any given Service Delivery Point.
- (2) At present, the print environment in the GC is managed at the department or agency level using one or a combination of these three (3) service delivery models:
 - a) Department or agency-managed print service where the department or agency procures devices and software, and assumes responsibility for managing and optimizing their print environment, a function that is typically distributed across the entire department or agency;
 - b) Managed print service where the department or agency has a contract with a managed print service provider to manage the print environment at all or some of their Service Delivery Points according to a base charge plus cost-per-impression pricing model, but the department or agency retains responsibility for optimizing the print environment; and
 - c) Managed print service utility model where the department or agency has a contract with a managed print service provider to manage and optimize their print environment in an all-inclusive utility pricing model (i.e. cost-per-impression).
- (3) Accountability for the print environment may be centralized in the CIO organization, or assigned to either the departmental accommodations unit or individual business units.

5.2 Service Delivery Options

- (1) Acknowledging the complexity of the current environment and the challenges in achieving the end-state vision, SSC's service strategy proposes offering a choice of the following three service delivery options to support departments and agencies in moving towards the end-state vision:
 - a) **Catalogue for Print Devices, Media and Software:** SSC will provide the option to individually purchase products for those organizations that meet one of the following criteria:
 - Departments and agencies with operational requirements to continue procuring print devices where they retain responsibility for managing the device;
 - Organizations that are not ready to transform their print environment; and/or,
 - Organizations with requests classified as exceptions.
 - b) **Managed Print Services (MPS):** Considered the default option, this option allows organizations to subscribe to an MPS with a base plus cost-per-impression pricing model. In this model, organizations transfer management responsibilities for the print environment to a managed service provider, and start to gain visibility over their print fleet, including collecting the current state data that will enable a smoother transition to an MPS – Utility Model with all-inclusive utility pricing.
 - c) **Managed Print Services (MPS) – Utility Model:** This option allows organizations with current state data to subscribe to an MPS with an all-inclusive utility pricing model. This

- option transfers responsibility for both maintaining and optimizing the print environment to a managed service provider, thereby facilitating the transition to the end-state vision.
- (2) SSC has not yet finalized the strategy for managing existing print devices. This will be a topic for discussion during the RRR phase. SSC's current thinking is that there would be a different approach for existing owned and leased devices as follows:
 - a) For existing leased devices already supported by a managed service, the current support organization would continue to manage the devices until the end of the contract;
 - b) For GC-owned devices, new service provider would assume responsibility for ongoing management.
 - (3) SSC and its clients will choose the option that best suits their needs at the most appropriate time.
 - (4) The GC acknowledges that one size does not fit all. Therefore, the service will have to support some level of flexibility to satisfy the diverse requirements of SSC and its clients.

5.3 Key Challenges

- (1) The service will face a number of key challenges, both during implementation and in steady state, including:
 - a) The need to transform the print environment in parallel with other SSC-led transformation initiatives (e.g., telecommunications, data centers);
 - b) Support for remote locations;
 - c) Reducing device counts and diversity;
 - d) Reducing print volumes;
 - e) Changing the culture to support rationalization of the print environment;
 - f) Meeting the needs of departments and agencies with varying operational and security considerations; and,
 - g) Addressing department or agency requirements with a limited set of standardized service levels.

6 CONTRACTING OBJECTIVES

- (1) By adopting the Collaborative Procurement Solutions (CPS) approach, SSC aims to establish enterprise procurement vehicles with service providers that have demonstrated experience and capabilities in managing print services in a collaborative and customer-focused manner. SSC would expect a service provider to:
 - a) Consistently take steps to understand SSC's and its clients' critical business issues, and to explore opportunities for resolution through print technology.
 - b) Jointly share the risks and responsibilities of new initiatives and mandates.
 - c) Ensure its products and services deliver tangible and meaningful business benefits.
 - d) Both reduce the complexities and resolve the difficulties that are characteristic of implementing, integrating, maintaining, and securing IT infrastructure systems and solutions.
 - e) Periodically measure and forecast capacity and growth, in order to be in sync with SSC's and its clients' requirements and constraints.
 - f) Work in a collaborative fashion with other service providers, SSC and its clients to enable a seamless service.

7 HIGH-LEVEL REQUIREMENTS

- (1) This section presents the high-level service requirements. As a managed print service, the service type is well defined; however, but these requirements define the specific type of managed service that the GC requires. They represent key drivers from planning to design, as well as in the implementation and steady-state operation of the service.

7.1 Business Requirements

- (1) Deliver the right print device in the right place with the right features at the right time;
- (2) Protect the GC against cyber and supply chain threats;
- (3) Enable a “turn-key” service that leverages extensive industry experience and can be readily deployed;
- (4) Have no negative impact on service delivery to Canadians;
- (5) Ensure flexible contract arrangements to enable the GC to achieve the best value for money and reduce costs;
- (6) Minimize ongoing costs to the GC for contract and vendor management;
- (7) Minimize the time to benefits realization, while ensuring business continuity;
- (8) Enable service continuity during transition;
- (9) Promote continuous improvement and innovation;
- (10) Comply with relevant legal requirements, policies and standards.
- (11) Ensure delivery of bilingual (French and English) service desks, training, documentation (e.g. user guide, technical support) and all end-user interfaces.

7.2 IT Security Risk Management

- (1) In today’s dynamic threat environment, IT security can no longer be an afterthought; it must be a vital component of any major project. Therefore, security is one of the cornerstones for the MPS.
- (2) The Communications Security Establishment (CSE) developed the Information Technology Security Guidance-33⁵ (ITSG-33) as a lifecycle approach to IT Risk Management. This guidance is designed to support government organizations in ensuring that security is considered at the outset in their IT implementations, and that their systems and organizations undergo continuous improvement to evolve with environmental threats.
- (3) ITSG-33 also contains a catalogue of Security Controls divided across three classes of control families: Technical, Operational, and Management. These three classes represent a holistic collection of standardized security requirements that cover all aspects of systems and organizations.
- (4) SSC will contextualize and select required security controls as part of its planning phase in order to establish baseline security requirements that properly address evaluated threats and vulnerabilities, and reduce security risks for SSC and its clients. The security controls will be discussed further during the RRR Phase.

7.3 Information Technology Service Management Integration

- (1) The service provider’s service management processes and toolsets must integrate with SSC’s and its clients’ Information Technology Service Management (ITSM) processes and tools. It bears noting that the level of integration is expected to vary depending on the service delivery option and department or agency requirements. This will be discussed further during the RRR Phase.

⁵ <https://www.cse-cst.gc.ca/en/publication/itsg-33>

7.4 Future State Design Guidelines

- (1) The future state design guidelines and assumptions are to be considered and/or applied by the service provider during the assessment and optimization phase, as well as throughout ongoing service delivery. These design guidelines will be shared and discussed during the RRR phase.
- (2) The overarching future state design guideline is to satisfy the business needs of the Service Delivery Point with the minimum number of devices, the minimum environmental impact and the lowest total cost of ownership.
- (3) In that spirit, the proposed optimized design must:
 - a) Maximize the end-user-to-device ratio;
 - b) Maximize print device utilization and end-user productivity;
 - c) Satisfy such business needs as:
 - i) Print device functions (print, copy, scan, fax);
 - ii) Finishing features (staples, sort, etc.);
 - iii) Standard business paper formats;
 - iv) Business continuity requirements (availability of critical device function);
 - v) Print volumes;
 - vi) Special purpose use (training, conference, public, etc.); and,
 - vii) Accessibility requirements;
 - d) Limit end-user walking distance to a print device to a 30m radius;
 - e) Avoid installing a device in a location that would cause inconvenience to nearby end-users (noise, dust, etc.);
 - f) Take into consideration:
 - i) An area's physical security;
 - ii) Physical site constraints (size, divisions, zones); and,
 - iii) Applicable policies, guidelines, standards and legislation.

8 SCOPE

- (1) This section presents the scope of the WTD Printing Products service from multiple perspectives, including print device product and type, organizational service recipient and location, and stakeholder responsibilities.

8.1 WTD Printing Products

- (1) The product scope for WTD Printing Products includes:
 - a) Printers and scanners capable of connecting directly to a computing device or the network and capable of handling standard-sized (8.5x11, 8.5x14, 11x17) office paper;
 - b) Network or directly attachable printing devices and multi-function devices (MFD) that combine printing, scanning and photocopying and capable of handling standard-sized (8.5x11, 8.5x14, 11x17) office paper;
 - c) Consumables and maintenance kit; and,
 - d) Print management software licences.
- (2) The service scope for WTD Printing Products includes:
 - a) Warranty services;
 - b) Maintenance and support;
 - c) Existing equipment⁶ maintenance and support as required; and
 - d) Managed print services.
- (3) For clarity, the WTD Printing Products scope explicitly excludes:
 - a) The provisioning of paper;
 - b) Standalone fax machines and non-network-capable photocopiers; and,
 - c) Devices used for large volume or bulk printing or copying and that do not provide end-user/group desktop productivity, such as large volume copiers and mass printing equipment.

8.2 Organizational

- (1) The scope of the WTD Printing Products includes over 90 in-scope organizations as listed in Schedule I, I.1 and II of the *Financial Administration Act*. This excludes Agents of Parliament, Crown Corporations and entities housed within Parliament, such as the Library of Parliament, which may elect to receive such services from SSC on an optional basis.
- (2) SSC may also provide services on an optional basis to:
 - a) Any other person or other organization for whom a federal minister is accountable to Parliament; and,
 - b) A government of a province or municipality in Canada, a Canadian aid agency, a public health organization, an intergovernmental organization or a foreign government, so long as there are no additional costs incurred by or additional resources allocated by SSC.

8.3 Geographical

- (1) The geographic scope for the purposes of this ITQ is restricted to the geographic boundaries of Canada, and excludes missions abroad. The implication is that the service provider is not expected to deliver or service print devices outside Canada. However, SSC and its clients may ship devices procured through the Printing Product service abroad. If so, Managed Print Services and Print Services will not be available for those print devices.

⁶ This includes network or directly attachable printers, scanners.

8.4 Work Allocation

- (1) This section presents a draft Responsible Accountable Support Consulted Informed (RASCI) matrix with the goal of identifying the key work items that comprise the scope of a managed print service offering and assigned corresponding responsibilities to the stakeholders.
- (2) The RASCI matrix in Table 2 should allow Respondents to better understand the scope of work, as well as the potential interactions with other stakeholders. A description of the responsibility symbols is available in Table 3 – Legend for the RASCI Matrix.
- (3) The work allocation will be discussed and refined during the RRR Phase.

Table 2- RASCI Matrix for Managed Print Services

Stakeholder Work	Service Provider	Department & Agency	SSC
Service Creation:	Responsibility		
(1) Develop WTD Service Strategy and Architecture		C	RA
(2) Collect WTD Service, Security and Privacy Requirements		C	RA
(3) Define standard Service Catalogue for WTD Printing Products		C	RA
(4) Establish WTD Contract for WTD Printing Products		C	RA
(5) Supply Chain Integrity Check	S		RA
(6) Design and Build WTD Services (Operational Readiness) for the enterprise	R		AC
(7) Design and Build Pull Print Solution (enable authenticated users to release their print job at the printer)	TBD ⁷	TBD	TBD
(8) Design and Build Print Policy Solution (privilege management, b/w vs colour, most economical printer, authorized printer, authorized function (i.e. scan, fax, copy, print) etc.)	TBD	TBD	TBD
(9) Design and Build Print Spooling Solution (enable users to send print jobs to printers)	TBD	TBD	TBD
(10) Design and Build Print Management Solution (metrics, performance reporting, media supply monitoring)	R		AS
(11) Design and Build Service Delivery Portal Solution (log tickets, submit service requests, retrieve reports)	TBD	TBD	TBD
(12) Perform GC Security Assessment and Authorization	S		AR

⁷ Those work items with a TBD responsibility means that the responsibilities for the work item are not decided yet. Responsibilities will be further discussed and assigned during the RRR phase.

Stakeholder Work	Service Provider	Department & Agency	SSC
(13) Accept WTD Services on behalf of GC	S		AR
Service Infrastructure Management:	Responsibility		
(14) Provide all SW required to build, implement, manage and operate Pull Print Solution	TBD	TBD	TBD
(15) Provide all HW required to build, implement, manage and operate Pull Print Solution	TBD	TBD	TBD
(16) Host Pull Print Solution	TBD	TBD	TBD
(17) Provide all SW required to build, implement, manage and operate Print Policy Solution	TBD	TBD	TBD
(18) Provide all HW required to build, implement, manage and operate Print Policy Solution	TBD	TBD	TBD
(19) Host Print Policy Solution	TBD	TBD	TBD
(20) Provide all SW required to build, implement, manage and operate Print Spooling Solution	TBD	TBD	TBD
(21) Provide all HW required to build, implement, manage and operate Print Spooling Solution	TBD	TBD	TBD
(22) Host Print Spooling Solution	TBD	TBD	TBD
(23) Provide all SW required to build, implement, manage and operate Print Management Solution	RA		
(24) Provide all HW required to build, implement, manage and operate Print Management Solution	TBD	TBD	TBD
(25) Host Print Management Solution	TBD	TBD	TBD
(26) Provide all SW required to build, implement, manage and operate Service Delivery Portal Solution	TBD	TBD	TBD
(27) Provide all HW required to build, implement, manage and operate Service Delivery Portal Solution	TBD	TBD	TBD
(28) Host Service Delivery Portal Solution	TBD	TBD	TBD
(29) Provide print drivers for provided Print Devices	RA	I	
(30) Provide all HW required to accept phone calls and manage incident	RA		
(31) Provide all SW required to accept phone calls and manage incident	RA		
(32) Provide 1-800 number to contact service provider	RA	I	I

Stakeholder Work	Service Provider	Department & Agency	SSC
Departmental Service Transition:	Responsibility		
(33) Develop transition tools and templates (comms, project plans, training, etc.)	R	AC	S
(34) Assess Departmental Preparedness	RA	C	
(35) Plan, Schedule and Manage Transition	R	AC	I
(36) Perform Transition Oversight	S	RA	I
(37) Prepare for transition (standardization, application remediation, take inventory)	S	RA	
(38) Execute Management of Change and Communications	S	RA	
(39) Execute Departmental Transition activities	S	RA	
(40) Transition Departments and Agencies to WTD Services	RA	S	
(41) Perform site assessment	RA	C	
(42) Prepare optimized site design	R	AC	
(43) Approve design principle exceptions	S	RA	I
(44) Perform departmental TRA and SA&A Evaluations for service adoption		RA	C
Order Management:	Responsibility		
(45) Create Service Orders and submit them to D-A based on Service Request approved by Department - Agency (D-A)	RA	I	
(46) Approve Service Orders	I	RA	I
(47) Acknowledge Service Orders	RA	I	
(48) Confirm Service Request fulfilment.	RA	I	
Configuration / Pre-deployment:	Responsibility		
(49) Coordinate and schedule Printer deployments	RA	C	
(50) Coordinate and schedule configuration of infrastructure queue, pull print, policies	TBD	TBD	TBD
(51) Affix the Service Provider asset tag	RA		
(52) Document configuration specifications (e.g. B/W defaults; duplex, etc.)	RA	C	

Stakeholder Work	Service Provider	Department & Agency	SSC
(53) Deliver print devices and associated components to the D-A site location	RA		
Install and Implement:	Responsibility		
(54) Unpack and physically install print device	RA		
(55) Configure device as per specifications	RA		
(56) Complete QA check list	RA		
(57) Perform Quality Assurance ("QA") tests	RA	I	
(58) Remove empty boxes from site and recycle, clean site	RA		
(59) Perform installation acceptance	S	RA	
(60) Obtain target end-user sign-off on activities performed and recovered devices	RA	S	
Asset Management:	Responsibility		
(61) Track Print devices under management	RA	I	I
(62) Track Software Assets used for the delivery of services and/or used to interact with print devices	RA	I	I
(63) Perform License Management and Compliance	RA		
(64) Perform Move/Add/Change/Dispose (MACD) requests	RA	S	
(65) Track associated configuration items	RA		
(66) Reconcile configuration items with physical inventory	RA	C	
Disposal Management:	Responsibility		
(67) Define and maintain disposal criteria	R	AC	
(68) Identify items to be disposed based on predefined criteria	RA	C	
(69) Submit Disposal requests	RA	I	
(70) Approve Disposal requests	I	RA	
(71) Perform cleansing activities on the items approved to be disposed based on pre-defined security criteria.	RA		
(72) Extract and provide persistent data media to D-A	RA	S	

Stakeholder Work	Service Provider	Department & Agency	SSC
(73) Remove disposed device from D-A site location and recycle	RA	I	
(74) Provide periodic reports on disposed devices	RA	I	
(75) Perform media sanitization acceptance	S	RA	
(76) Obtain target end-user sign-off on activities performed for disposed devices	RA	S	
Request Coordination and Execution:	Responsibility		
(77) Submit and approve Service Requests		RA	
(78) Acknowledge service requests submitted and approved	RA	I	
(79) Notify D-A of target date of request completion	RA	I	
(80) Coordinate and monitor execution of Service Requests	RA		
(81) Engage D-A to resolve site readiness issues	RA	S	
(82) Execute Service Requests	RA		
(83) Coordinate communications between support execution teams and D-A	RA	C	
(84) Close service request	RA	I	
(85) Monitor performance of the delivery of service requests	RA	I	I
Security:	Responsibility		
(86) Plan, schedule and coordinate changes to the provider Print infrastructure security components.	C	C	RA
(87) Ensure adherence to established security standards.	RA	I	I
(88) Respond to GC inquiries related to print security components.	RA	I	I
(89) Respond to print security alerts.	RA	C	C
(90) Monitor and immediately report security incidents to D-A and SSC in accordance with established D-A and SSC security policies.	RA	C	C
(91) Provide technical support as needed to respond to security incidents.	RA	C	C
Remediation:	Responsibility		

Stakeholder Work	Service Provider	Department & Agency	SSC
(92) Manage Print Incidents for service provider devices	RA		
(93) Manage Print Incidents for GC owned legacy devices	TBD	TBD	TBD
(94) Provide end-user support for print devices		RA	
(95) Provide Second-level support for service provider devices	RA	I	
(96) Provide all human, financial and material resources to receive phone calls from D-A	RA		
(97) Monitor devices and respond to alerts.	RA		
(98) Troubleshoot and provide problem support and repair for Incidents in accordance with the Service Provider established procedures.	RA		
(99) Provide technical support as needed to resolve problems.	RA		
(100) Provide all human, financial and material resources for on-site Remediation services	RA		
(101) Manage and coordinate on-site Remediation services for any failing or broken device.	RA		
(102) Perform on-site Remediation services (break-fix, preventive maintenance).	RA		
(103) Provide device consumables for managed devices.	RA		
(104) Automatically ship consumables to D-A site locations just-in-time.	RA		
(105) Manage and follow-up on on-site Remediation vendor performance.	RA		
(106) Perform periodic on-site break-fix vendors assessments and evaluation	RA	I	I
(107) Initiate and manage corrective actions if the vendor performance is not complying to the negotiated contracts stipulations	I	I	RA
(108) Review results of corrective actions and/or improvement plans to ensure completion and adherence to the Service Level Agreement	S	I	RA
Release Management:	Responsibility		
(109) Plan and schedule new release of training material	RA	C	I
(110) Plan and schedule new release of processes	RA	C	C

Stakeholder Work	Service Provider	Department & Agency	SSC
(111) Plan and schedule new release of technology solution	RA	C	C
(112) Plan and schedule introduction of new print devices	RA	C	C
(113) Obtain D-A approval of the proposed release	S	RA	
(114) Coordinate certification tests with D-A	RA	C	
(115) Perform certification testing	RA	S	
(116) Perform User Acceptance Testing	S	RA	
(117) Obtain D-A's approval on certification tests	RA	S	
(118) Deploy the new certified item in production via the Release Management plan	RA		
(119) Close release	RA	I	
Service Delivery & Client Relationship Management:	Responsibility		
(120) Produce daily, weekly, monthly, quarterly operational performance reports	RA	I	I
(121) Address operational performance issues in a timely manner with the goal of consistently delivering to the Service Level Agreement	RA		I
(122) Perform Client Satisfaction Surveys	RA	S	I
(123) Address satisfaction issues presented through Client Satisfaction Surveys	RA	I	I
(124) Escalate unresolved incidents and service delivery issues.	RA	S	
(125) Manage escalations from D-A.	S	RA	
(126) Review all operational and performance reports and results of corrective actions and/or improvement plans to ensure completion and adherence to the Service Level Agreement	RA	I	I
(127) Actively participate in weekly Service Management meetings to review day-to-day issues related to Print Services	S	RA	
Governance Management:	Responsibility		
(128) Actively participate in semi-annual and ad-hoc meetings as required to oversee ongoing development and evolution of the WTD Printing Products Services	RA	I	I
(129) Actively discuss the implications of technology trends and make recommendations for advancement to the WTD Printing	RA	C	C

Stakeholder Work	Service Provider	Department & Agency	SSC
Products Services and their related technologies			
(130) Perform quarterly review of achievement of KPI targets	S	I	RA
(131) Perform quarterly review of emerging requirements	S	C	RA
(132) Identify end-of-life devices and propose replacement devices in the catalogue	RA	C	C
(133) Identify continuous service improvement opportunities and present service improvements plans	RA	C	C
(134) Review and approve service improvement plans	S	S	RA
(135) Report on progress of service improvement plan implementation	RA	I	I
Financial Management:	Responsibility		
(136) Produce service consumption reports for D-A	RA	I	
(137) Produce and deliver financial reports including monthly invoice, service level credit report, monthly chargeback extract, and monthly inventory/asset report to support D-A's financial processing	RA	I	
(138) Reconcile financial reporting discrepancies	RA	S	
(139) Resolve invoice discrepancies	RA	S	
(140) Forecast service consumption	C	RA	

Table 3 – Legend for the RASCI Matrix

Symbol	Role	Definition ⁸
R	Responsible	Those who do the work to achieve the task. There is at least one role with a participation type of responsible, although others can be delegated to assist in the work required (see also RASCI below for separately identifying those who participate in a supporting role).
A	Accountable	The one ultimately answerable for the correct and thorough completion of the deliverable or task, and the one who delegates the work to those responsible. In other words, an accountable must sign off (approve) work that responsible provides. There must be only one accountable specified for each task or deliverable.
S	Support	Resources allocated to responsible. Unlike consulted, who may provide input to the task, support help complete the task.
C	Consulted	Those whose opinions are sought, typically subject matter experts; and with whom there is two-way communication.
I	Informed	Those who are kept up-to-date on progress, often only on completion of the task or deliverable; and with whom there is just one-way communication.

⁸ Source Wikipedia (https://en.wikipedia.org/wiki/Responsibility_assignment_matrix#RASCI) Support

9 PERFORMANCE STATEMENT

9.1 Key Performance Indicators (KPI)

- (1) Some KPIs are already defined in section 4 Business outcomes and objectives.
- (2) KPIs will be discussed further during the Review and Refine Requirements Phase.

9.2 Service Level Targets

- (1) The nature of the WTD Printing Products service is such that there are 2 classes of services to consider when establishing Service Level Targets. These 2 classes of services are:
 - a) centralized services that are ubiquitous; and
 - b) on-site services that are influenced by the geographical location of the Service Delivery Point.
- (2) To offer options for SSC and its clients to subscribe to different service level plans, at least 2 plans, a standard plan and an enhanced plan, are proposed and additional ones are considered. SSC and its clients would have the option to select a service level plan at the device level to meet their operational requirements.
- (3) Service levels will be discussed further during the Review and Refine Requirements Phase.

9.2.1 Centralized Services

- (1) The Service Level Targets for centralized services are presented in Table 4.

Table 4 - Service Level Targets for Centralized Services

#	SLT	AQL	Plan value	
			Standard	Enhanced
Print Device Availability				
SLT01	Fleet Availability		98%	98%
Service Desk				
SLT06	Service Request Acknowledgement	100%	30 minutes	30 minutes
SLT07	Maximum Time to Answer	95%	20 seconds	20 seconds
SLT08	Maximum Time to Live Agent	95%	2 minutes	2 minutes
SLT09	Maximum Time on Hold	95%	2 minutes	2 minutes
SLT10	Maximum Service Outage Time		3 hours and 36 minutes (equates to approximately 99.50% availability)	3 hours and 36 minutes (equates to approximately 99.50% availability)

#	SLT	AQL	Plan value	
			Standard	Enhanced
Consumable Provisioning				
SLT13	Automatic Provisioning of Consumables	NA	90% of deliveries of consumables are done automatically without a user request	90% of deliveries of consumables are done automatically without a user request
User Satisfaction				
SLT16	Random User Survey	80% or more client satisfaction	5% of closed service or incident requests	5% of closed service or incident requests
SLT17	Annual User Survey	80% client satisfaction	25% of the service users	25% of the service users

9.2.2 On-Site services

- (1) The Service Level Targets for on-site services need to be defined according to some categorization of geographical locations. Table 5 presents geographical zones.

Table 5 - Geographic Zones

Zone	Description
Zone A Major Centres	The Major Centres are defined as the metropolitan areas of Canada where the population of Government of Canada employees is at least 1,000 persons or where the general population is at least 30,000 persons or federal and provincial capitals of Canada and anywhere within 50 km from the closest border of the metropolitan area. A list of cities with over 1,000 GC employees is provided in Table 9 - Cities in Geographical Zone A with population of over 1,000 GC employees based on Statistics Canada's 2011 census of Federal Government Employment. A list of medium and large urban cities/areas (over 30,000 persons) is provided in Table 10 - Medium and large urban cities/areas in Geographical Zone A.
Zone B Areas Outside of the Major Centres	The Areas Outside of the Major Centres is defined as any city, town, village, or equivalent, with a total population of 10,000 persons or more or territorial capitals of Canada in Table 11 - Territorial capitals of Canada in Geographical Zone B and anywhere located within 50 km from the closest border of that city, town, village, or equivalent. Zone B does not include

	any areas already covered by Zone A.
Zone C Remote Locations	Remote locations are defined as anywhere located over 50 km from the closest border of any city, town, village, or equivalent, with a total population of 10,000 persons or more. Zone C does not include any areas already covered by Zones A or B.
Zone D Extreme Remote	Areas not accessible by road from any of the other zones.

(2) The Service Level Targets for on-site services are presented in Table 6.

Table 6 - Service Level Targets for On-site Services

#	SLT	Zone	AQL	Plan	
				Standard	Enhanced
(1) On-site Support					
SLT03	Maximum Time to Respond	A	95 % of the time	8 hours	4 hours
SLT03	Maximum Time to Respond	B	95 % of the time	16 hours	8 hours
SLT03	Maximum Time to Respond	C	95 % of the time	24 hours	24 hours
SLT03	Maximum Time to Respond	D	95 % of the time	TBD	TBD
SLT04	Maximum Time to Resolve	A	95 % of the time	4 hours	2 hours
SLT04	Maximum Time to Resolve	B	95 % of the time	4 hours	4 hours
SLT04	Maximum Time to Resolve	C	95 % of the time	4 hours	4 hours
SLT04	Maximum Time to Resolve	D	95 % of the time	TBD	TBD

			Plan value	
#	SLT	AQL	Standard	Enhanced
Print Device Availability				
SLT02	Temporary device swap	100%	3 FGWDs	2 FGWDs
Consumable Provisioning				
SLT12	Timely receipt of consumable	95%	1 FGWD, when order is placed before 15:00; and 2 FGWDs, when order is placed after 15:00.	1 FGWD, when order is placed before 15:00; and 2 FGWDs, when order is placed after 15:00.
User Satisfaction				
Service Requests				
SLT18	Maximum Time to Fulfil	95%	The Maximum Fulfillment Time Targets as specified in the Service Fulfillment Time Targets table.	The Maximum Fulfillment Time Targets as specified in the Service Fulfillment Time Targets table.
SLT19	Timely Completion		100% of the tasks, projects and deliverables must be completed within specified timelines	100% of the tasks, projects and deliverables must be completed within specified timelines

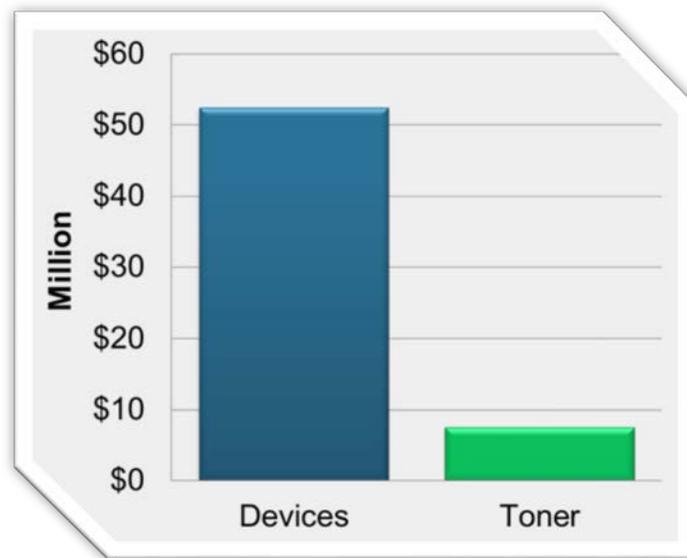
10 CURRENT STATE INFORMATION

- (1) This section depicts the current state of the WTD Printing Products in numbers. A large organization like the GC is constantly changing; therefore, the statistics presented in this section are approximates. The goal is to illustrate the order of magnitude of this initiative.

10.1 Estimated Spending

- (1) The GC spends and estimated \$60M/year on print device hardware and toner. Figure 3 provides a breakdown of estimated spending.

Figure 2- GC Estimated Annual Spending on WTD Printing Products



- (2) Estimates are based on Government of Canada spending by Department (2012–13) for imaging products and toner⁹.
- (3) The estimated spending on toner is very conservative. There is more in GC annual spending on toner via other procurement channels.

⁹ Government of Canada spending by Department (2012–13), Open Government portal:
<http://open.canada.ca/data/en/dataset/c37d7510-c54c-4652-8e6f-79023e44be62>

- (4) Most of the devices are purchased using call-ups and request for volume discounts (RVD) against National Master Standing Offers (NMSO). Table 7 presents a list of the latest NMSO holders¹⁰ awarded from solicitation number EZ107-120003.

Table 7 – Latest National Master Standing Offer Holders

National Master Standing Offer Holder	Contract Number
CANON CANADA INC (MISSISSAUGA)	EZ107-120003/002/VAN
XEROX CANADA LTD	EZ107-120003/012/VAN
TOSHIBA OF CANADA LTD	EZ107-120003/011/VAN
SHARP ELECTRONICS OF CANADA	EZ107-120003/010/VAN
HYPERTEC SYSTEMS INC	EZ107-120003/004/VAN
HEWLETT-PACKARD (CANADA) CO HEWLETT-PACKARD (CANADA) CIE	EZ107-120003/003/VAN
OKI DATA AMERICAS INCORPORATED	EZ107-120003/008/VAN
KONICA MINOLTA BUSINESS SOLUTIONS (CANADA) LTD/SOLUTIONS DAFFAIRES KONICA MINOLTA (CANADA) LTD	EZ107-120003/005/VAN
RICOH CANADA INC	EZ107-120003/009/VAN
BROTHER INTERNATIONAL CORPORATION (CANADA) LTD	EZ107-120003/001/VAN
LEXMARK CANADA INC	EZ107-120003/007/VAN
KYOCERA MITA CANADA, LTD	EZ107-120003/006/VAN

- (5) Some departments and agencies have active Managed Print Services contract in place to manage their printing environment. Table 8 presents the list of the Managed Print Services contracts from buyandsell.gc.ca.

Table 8 – Managed Print Services Contracts

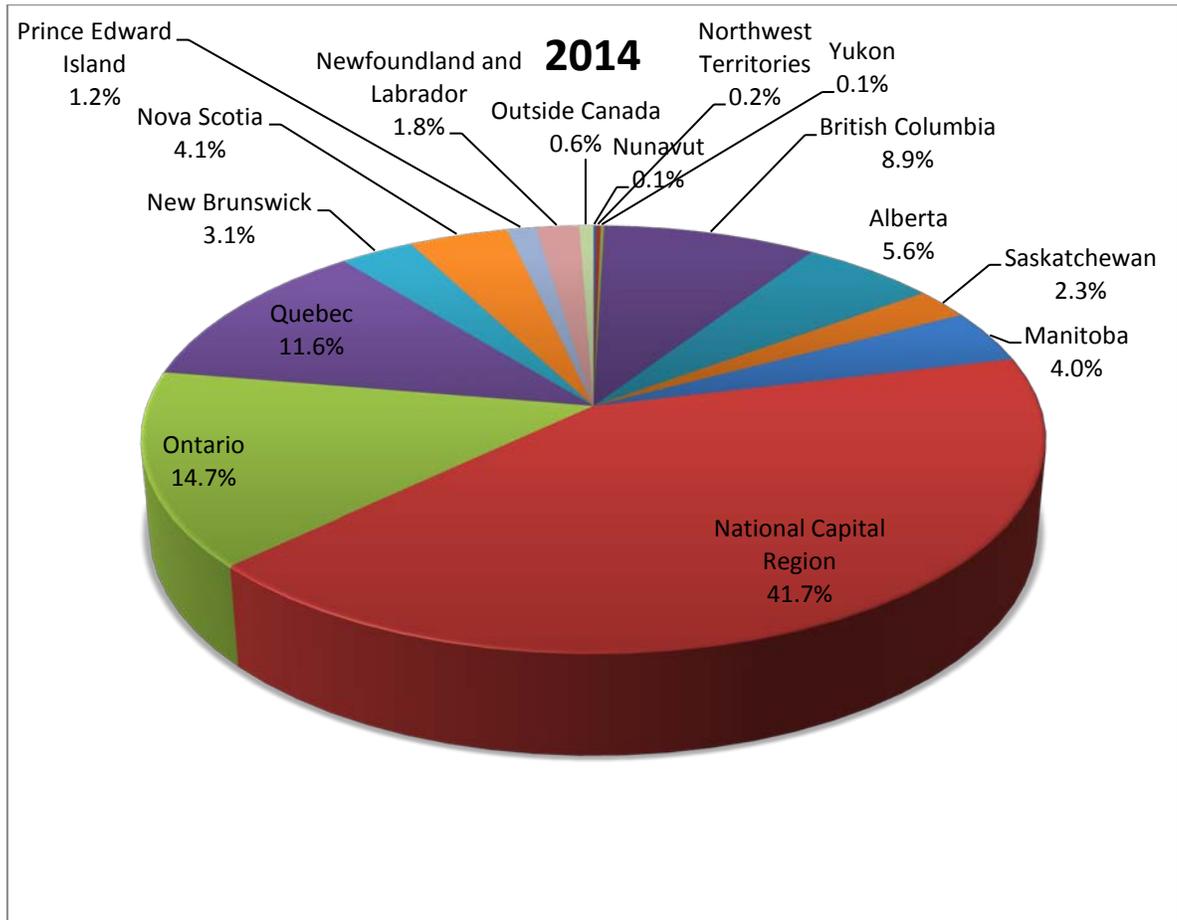
Supplier Name	Contract Number	Expiry
XEROX CANADA LTD	T8086-070037/001/VAN	2016/12/01
XEROX CANADA LTD	U6510-096352/001/VAN	2017/03/24
XEROX CANADA LTD	EZ107-140001/001/VAN	2021/11/16

¹⁰ NMSO Holders, Buyandsell.gc.ca - https://buyandsell.gc.ca/procurement-data/search/site/EZ107-120003?solsort=dds_amendment_date%20desc&f%5B0%5D=ss_publishing_status%3ASDS-SS-005

10.2 User Population

- (1) The user population of the WTD Printing Products service is estimated at 315,455 users¹¹. They are geographically dispersed across Canada. Figure 4 presents a high level distribution of the user population by province and territory based on data from Treasury Board Secretariat¹².

Figure 3 - Population of the Federal Public Service by Geographic Region

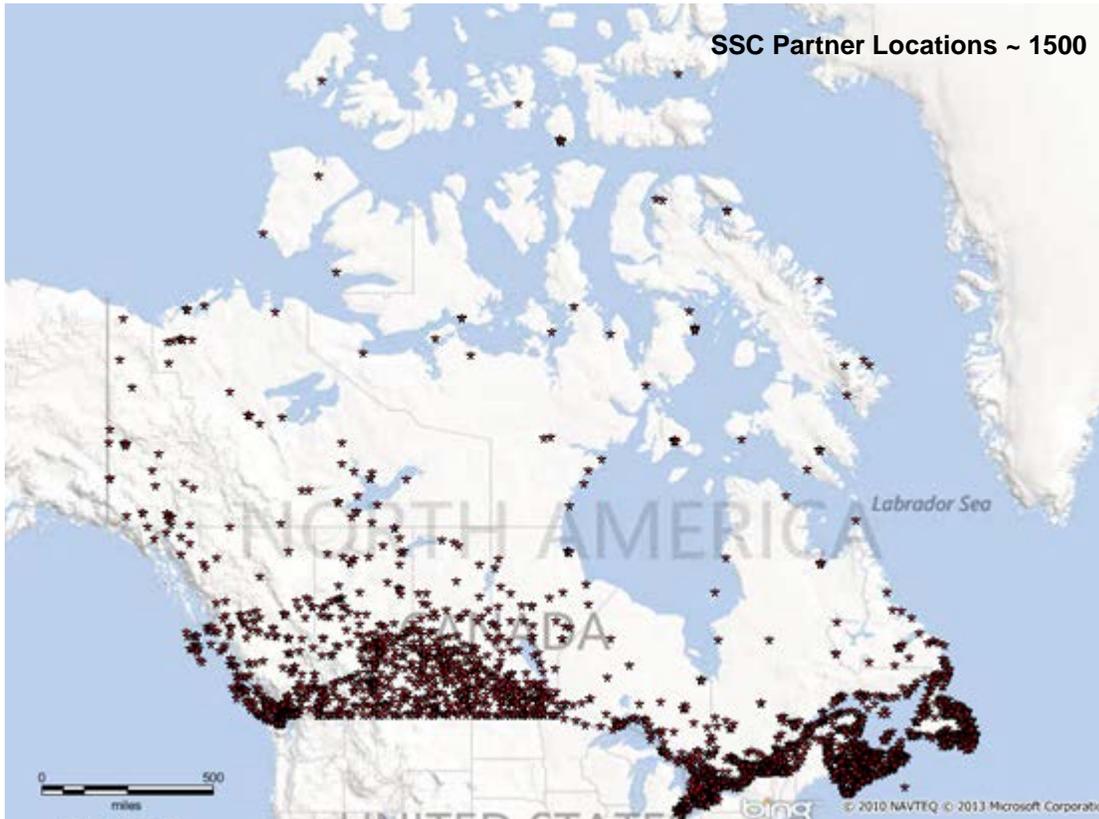


¹¹ Statistics Canada - Federal government employment, wages and salaries, by census metropolitan area (Employment) 2011 <http://www.statcan.gc.ca/tables-tableaux/sum-som/I01/cst01/govt58a-eng.htm>

¹² Treasury Board Secretariat, Population of the Federal Public Service by Geographic Region, 2014 <http://www.tbs-sct.gc.ca/res/stats/sneg-aneg-eng.asp>

- (2) The GC user population is widely dispersed in approximately 3000 locations across Canada. This may not include information on all SSC and its clients so it is a very conservative estimate.
- (3) Figure 5 presents a geographical distribution of the SSC Partners locations only. However, it still depicts how locations are scattered within Canada. The number of Partner locations is an estimate based on the number of locations that SSC provides telecommunication services to.

Figure 4 - Geographic Dispersion of Service Delivery Points



- (4) Table 9 presents a list of cities based on Statistics Canada's 2011 census of Federal Government Employment.

Table 9 - Cities in Geographical Zone A with population of over 1,000 GC employees

Geographic name	# of GC employees
Ottawa-Gatineau (Ont.-Que.)	135,865
Montréal (Que.)	23,689
Toronto (Ont.)	22,346
Vancouver (B.C.)	17,917
Halifax (N.S.)	17,359
Québec (Que.)	14,240
Edmonton (Alta.)	13,921
Winnipeg (Man.)	11,973
Victoria (B.C.)	10,308
Kingston (Ont.)	6,972
St. John's (N.L.)	5,046
Calgary (Alta.)	4,382

Moncton (N.S.)	3,163
Regina (Sask.)	3,103
Hamilton (Ont.)	3,088
Saguenay (Que.)	2,706
Saskatoon (Sask.)	2,582
London (Ont.)	2,543
Greater Sudbury (Ont.)	2,194
Windsor (Ont.)	1,975
Abbotsford-Mission (B.C.)	1,679
Kitchener-Cambridge-Waterloo (Ont.)	1,228
St. Catharines-Niagara (Ont.)	1,183
Sherbrooke (Que.)	1,178
Saint John (N.B.)	1,024

- (5) Table 10 presents a list of medium and large urban cities/areas in Zone A based on Statistics Canada's 2011 census¹³.

Table 10 - Medium and large urban cities/areas in Geographical Zone A

Geographic name	Size group	Population, 2011
Toronto (Ont.)	Large urban	5,132,794
Montréal (Que.)	Large urban	3,407,963
Vancouver (B.C.)	Large urban	2,135,201
Calgary (Alta.)	Large urban	1,095,404
Edmonton (Alta.)	Large urban	960,015
Ottawa - Gatineau (Ont./Que.)	Large urban	933,596
Québec (Que.)	Large urban	696,946
Winnipeg (Man.)	Large urban	671,551
Hamilton (Ont.)	Large urban	670,580
Kitchener (Ont.)	Large urban	444,681
London (Ont.)	Large urban	366,191
Victoria (B.C.)	Large urban	316,327
St. Catharines - Niagara (Ont.)	Large urban	309,319
Halifax (N.S.)	Large urban	297,943
Oshawa (Ont.)	Large urban	290,937
Windsor (Ont.)	Large urban	276,165
Saskatoon (Sask.)	Large urban	222,035
Regina (Sask.)	Large urban	192,756
Barrie (Ont.)	Large urban	166,634
St. John's (N.L.)	Large urban	165,346

¹³ Statistics Canada Population and Dwelling Count Highlight Tables, 2011 Census - <https://www12.statcan.gc.ca/census-recensement/2011/dp-pd/hltfst/pd-pl/Table-Tableau.cfm?LANG=Eng&T=801&PR=0&RPP=9999&SR=1&S=3&O=D>

Abbotsford (B.C.)	Large urban	149,855
Kelowna (B.C.)	Large urban	141,767
Sherbrooke (Que.)	Large urban	140,628
Trois-Rivières (Que.)	Large urban	126,460
Guelph (Ont.)	Large urban	122,362
Kingston (Ont.)	Large urban	117,787
Moncton (N.B.)	Large urban	107,086
Sudbury (Ont.)	Large urban	106,840
Chicoutimi - Jonquière (Que.)	Large urban	106,666
Thunder Bay (Ont.)	Large urban	102,222
Kanata (Ont.)	Large urban	101,760
Saint John (N.B.)	Medium	95,902
Brantford (Ont.)	Medium	93,650
Red Deer (Alta.)	Medium	90,207
Nanaimo (B.C.)	Medium	88,799
Lethbridge (Alta.)	Medium	83,679
Saint-Jean-sur-Richelieu (Que.)	Medium	83,053
White Rock (B.C.)	Medium	82,368
Peterborough (Ont.)	Medium	80,660
Sarnia (Ont.)	Medium	79,526
Milton (Ont.)	Medium	75,573
Kamloops (B.C.)	Medium	73,472
Châteauguay (Que.)	Medium	70,812
Sault Ste. Marie (Ont.)	Medium	67,646
Chilliwack (B.C.)	Medium	66,382
Drummondville (Que.)	Medium	66,314
Saint-Jérôme (Que.)	Medium	65,825
Medicine Hat (Alta.)	Medium	65,671
Prince George (B.C.)	Medium	65,503
Belleville (Ont.)	Medium	63,985
Fredericton (N.B.)	Medium	61,522
Fort McMurray (Alta.)	Medium	61,374
Granby (Que.)	Medium	60,281
Grande Prairie (Alta.)	Medium	54,913
North Bay (Ont.)	Medium	53,515
Beloeil (Que.)	Medium	50,796
Cornwall (Ont.)	Medium	49,243
Saint-Hyacinthe (Que.)	Medium	48,576
Shawinigan (Que.)	Medium	47,735
Brandon (Man.)	Medium	46,061

Vernon (B.C.)	Medium	44,600
Chatham (Ont.)	Medium	44,074
Bowmanville - Newcastle (Ont.)	Medium	43,555
Joliette (Que.)	Medium	42,883
Charlottetown (P.E.I.)	Medium	42,602
Airdrie (Alta.)	Medium	42,564
Victoriaville (Que.)	Medium	41,701
St. Thomas (Ont.)	Medium	41,688
Courtenay (B.C.)	Medium	40,809
Georgetown (Ont.)	Medium	40,150
Salaberry-de-Valleyfield (Que.)	Medium	39,391
Rimouski (Que.)	Medium	37,664
Woodstock (Ont.)	Medium	37,362
Sorel (Que.)	Medium	36,969
Penticton (B.C.)	Medium	36,902
Prince Albert (Sask.)	Medium	35,552
Campbell River (B.C.)	Medium	34,514
Moose Jaw (Sask.)	Medium	33,617
Cape Breton - Sydney (N.S.)	Medium	31,597
Midland (Ont.)	Medium	31,428
Leamington (Ont.)	Medium	31,254
Stratford (Ont.)	Medium	30,886
Orangeville (Ont.)	Medium	30,729
Timmins (Ont.)	Medium	30,614
Orillia (Ont.)	Medium	30,586

Table 11 - Territorial capitals of Canada in Geographical Zone B

Geographic name	Size group	Population, 2011
Whitehorse (YK)	Capital	27,889
Iqaluit (NU)	Capital	6,181
Yellowknife (NWT)	Capital	18,700

10.3 WTD Printing Products

- (1) SSC conducted surveys with SSC and its clients to gain a better insight on their print environment. This sections presents some of the statistics that were calculated based on the collected information. These statistics are estimates based on extrapolations of the partial data available.
- (2) Table 12 presents the type of devices that are found on the GC print environment and their ownership status (owned vs leased). 97% of the Network Printers are owned by the GC. This is why the management of legacy devices in the context of the WTD Printing Products service is of a very high importance given their size. For MFD, there are a little over 50% of the devices that are leased. These variations demonstrate the complexity of a GC environment.

Table 12- Printing Device Statistics

DEVICES¹⁴					
	Owned	% Owned	Leased	% Leased	TOTAL
Total Number of Network Printers	32,204	97.1%	962	2.9%	33,165
Total Number of MFDs	9,450	45.7%	11,208	54.3%	20,659
Total Number of Local Printers	44,987	99.7%	145	0.3%	45,132
Totals:	86,641	87.6%	12,315	12.4%	98,956
Total Number of Scanners	36,222	99.9%	25	0.1%	36,247
Total Number of Fax Machines	8,273	98.5%	124	1.5%	8,396
Total Number of Fax Photocopiers	186	8.0%	2135	92.0%	2,321
Totals:	44,681	95.1%	2,284	4.9%	46,965
Grand Totals:	131,322	90.0%	14,599	10.0%	145,921

¹⁴ Based on 48.64% of User Data Collected from SSC-led *Current State Assessment* No. 2 (2015-16). The remainder of the data is prorated.

- (3) Table 13 presents the office employee to device ratio. For networked devices the ratio is very close to the target 8:1 established by the Office of Greening Government Operations (OGGO) and inserted in the Federal Sustainable Development Strategy¹⁵. When including local printers, the ratio obviously diminishes. Although there may be optimization opportunities for local printers, there are operational constraints that will always justify their use.

Table 13 – Office Employee to Printing Device Ratio

EMPLOYEE-TO-DEVICE RATIOS	
Network Printers + MFDs	Network + MFDs + Local Printers
7.81	4.25

- (4) Table 14 presents the average impressions per office employee. The averages are estimated based on printing statistics collected by automated tools.

Table 14 - Impressions per Office Employee

IMPRESSIONS¹⁶	
Estimated Average Annual Impressions per Office Employee: B&W	3,914
Estimated Average Annual Impressions per Office Employee: Colour	1,640
Estimated Average Annual Impressions / Office Employee	5,554

¹⁵ Sustainable Development Office, Environment Canada, Federal Sustainable Development Strategy (FSDS) 2010-2013, Target 8.7 - <http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=d39CB7AC-1>

¹⁶ Impressions metrics are based on responses from 29 departments and agencies in the SSC-led *Current State Assessment* No. 2 (2015-16).

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

PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE		
1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine	Shared Services Canada (SSC)	2. Branch or Directorate / Direction générale ou Direction Workplace Technology Devices (WTD) Printing Products
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 The contract resulting from this procurement process, will provide access to all in-scope organizations to an enterprise end-to-end Managed Print Service (MPS) solution. The services will include the provisioning of printing products and consumables, on site break-fix, user support for print related issues and service requests, fleet monitoring and management, site assessment and optimization, transition planning, reporting or usage and secure disposal of equipment.		
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"/> Specify country(ies): / Préciser le(s) pays:	Restricted to: / Limité à: <input type="checkbox"/> Specify country(ies): / Préciser le(s) pays:	Restricted to: / Limité à: <input type="checkbox"/> Specify country(ies): / Préciser le(s) pays:
7. c) Level of Information / Niveau d'information		
PROTECTED A / PROTÉGÉ A <input checked="" type="checkbox"/>	NATO UNCLASSIFIED / NATO NON CLASSIFIÉ <input type="checkbox"/>	PROTECTED A / PROTÉGÉ A <input type="checkbox"/>
PROTECTED B / PROTÉGÉ B <input checked="" type="checkbox"/>	NATO RESTRICTED / NATO DIFFUSION RESTREINTE <input type="checkbox"/>	PROTECTED B / PROTÉGÉ B <input type="checkbox"/>
PROTECTED C / PROTÉGÉ C <input type="checkbox"/>	NATO CONFIDENTIAL / NATO CONFIDENTIEL <input type="checkbox"/>	PROTECTED C / PROTÉGÉ C <input type="checkbox"/>
CONFIDENTIAL / CONFIDENTIEL <input type="checkbox"/>	NATO SECRET / NATO SECRET <input type="checkbox"/>	CONFIDENTIAL / CONFIDENTIEL <input type="checkbox"/>
SECRET / SECRET <input 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"/>

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité Unclassified
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PART A (continued) / PARTIE A (suite)

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets?
Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS?
If Yes, indicate the level of sensitivity.
Dans l'affirmative, indiquer le niveau de sensibilité :

No / Non Yes / Oui

9. Will the supplier require access to extremely sensitive INFOSEC information or assets?
Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate?

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

Special comments:
Commentaires spéciaux : _____
RCMP (LERC Law enforcement Reliability Check), RRS, RAIC, VISA, VCR and up to Secret screening *****Please see attached table for more detail*****

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?
If Yes, will unscreened personnel be escorted?
Dans l'affirmative, le personnel en question sera-t-il escorté?

No / Non Yes / Oui

No / Non Yes / Oui

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

INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS

11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises?
Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS?

No / Non Yes / Oui

11. b) Will the supplier be required to safeguard COMSEC information or assets?
Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC?

No / Non Yes / Oui

PRODUCTION

11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises?
Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ?

No / Non Yes / Oui

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

11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data?
Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS?

No / Non Yes / Oui

11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency?
Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale?

No / Non Yes / Oui

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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		X														
IT Media / Support TI		X														
IT Link / Lien électronique		X														

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).

Security Classification Guide

Table 1: PWGSC Clearance Requirements

Role / Function	PWGSC Clearance Level	Canadian Citizen	Details
Any personnel with physical access to SSC WTD Printing Products Procurement Services infrastructure at Contractor Service Delivery Points. Physical segregation requirements are identified in SR-357.	Secret	No	This is for any service personnel including cleaners who has access physical to the SSC WTD Printing Products Procurement equipment at Contractor Service Delivery Points.
Contractor Personnel during high level design phase	Secret	No	
Contractor Personnel during detailed level design phase	Secret	No	
Contractor Key Resources identified in the RFP for evaluation purposes	Secret	No	This will be used for key resource evaluation as part of RFP response.
Contractor Application Integration Support Desk	Secret	No	
Contractor Security Operations Center Personnel	Secret	No	This is the SOC Personnel
Contractor Operations Center Personnel	Secret	No	This is for Contractor personnel with privileged access including second and third level support.
Contractor Service Desk Personnel	Secret	No	End Users will still be calling their current Level 1 Service Desks. Canada Service Desks can then contact Contractor Service Desk.
4th Level OEM Support	n/a	n/a	The Contractor must get Technical Authority approval before providing any WTD Printing Products Procurement Solution data/information to 4th Level OEM Support. This resource type will not have direct physical access to the WTD Printing Products Procurement Solution Services however they can work on issues/problems specific to their expertise level with security cleared Contractor Operators who has access to the data. If 4th Level OEM Support resource is at Contractor Service Delivery Points, they will be escorted by cleared Contractor Operators. For example: Microsoft

			Premier Support.
Equipment & Consumables Delivery Personnel.	n/a	n/a	The Contractor must arrange for escort of un-cleared personnel prior to their arrival to perform any delivery of any supplies under the contract.

Table 2: RRS Clearance Requirements

Note: Resources accessing RCMP RELIABILITY STATUS (RRS) PROTECTED DATA* will require the PWGSC clearance (Table 1), and the RCMP RELIABILITY STATUS (RRS) clearance.

RCMP Reliability Status (RRS) Requirements		
Role or Function Type	Details	RRS Clearance Required
RRS Physical Access	Any contractor or subcontractor personnel with a job function or role that would require them to have access to a physical location where RRS Protected Data physically resides. This includes all Datacentre cages and any other areas where RRS Protected Data (either in electronic or paper format) is stored.	Yes
RRS Logical Access and/or Remote Access	Any contractor or subcontractor personnel with a job function or role that may permit access for them to retrieve, view, manipulate, destroy, transfer or affect the availability of RRS Protected Data.	Yes
RRS Credential Management	Any contractor or subcontractor	Yes

	personnel that controls credential management systems (i.e has granting privileges) for logical and physical access control and intrusion detection mechanisms that safeguard areas where RRS Protected Data (either in electronic or paper format) is physically located.	
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*** RCMP RELIABILITY STATUS (RRS) PROTECTED DATA DEFINITION**

Facility Related Clearances	Contractor Data Centers	Security Operations Center	Operation Centers*
Document Safeguarding Capability - Secret	No	Yes	No
Document Safeguarding Capability - Protected B	Yes	Yes	Yes
Production Capability	Yes	Yes	Yes
IT Link	Yes	Yes	Yes
COMSEC	No	Yes	No

*** Locations where Contractor Operators are located.**



À Attachment 4.1:

Workplace Technology Device (WTD) – Printing Products Invitation to Qualify Evaluation Framework and Process

This document describes how the Respondent's Technical Proposal will be evaluated.

Introduction

This document is the technical evaluation criteria for the Invitation to Qualify (ITQ) for Shared Services Canada (SSC), Workplace Technology Devices (WTD) Printing Products. The document outlines the ITQ mandatory (M) and rated (R) technical evaluation criteria for WTD Printing Products and provides specifics pertaining to requirements, and the scoring and weighting to determine the Qualified Respondents who will enter the third phase of the Collaborative Procurement Solutions (CPS) process, Review and Refine Requirements (RRR).

As outlined in the ITQ Introduction, there are two distinct WTD Printing Products procurement streams consisting of Print Advisory Services and Managed Print Services. SSC is establishing a separate procurement vehicle for each stream. This ITQ Evaluation Criteria is for the Managed Print Services stream. The Print Advisory Services procurement process will be outlined separately on BuyandSell.gc.ca at a later date.

NOTE:
**RESPONDENTS ARE NOT PERMITTED TO BE ON THE PROCUREMENT VEHICLES FOR BOTH
STREAMS. RESPONDENTS MUST CHOOSE TO BE EITHER A PRINT ADVISORY SERVICE
PROVIDER OR A MANAGED PRINT SERVICES PROVIDER.**

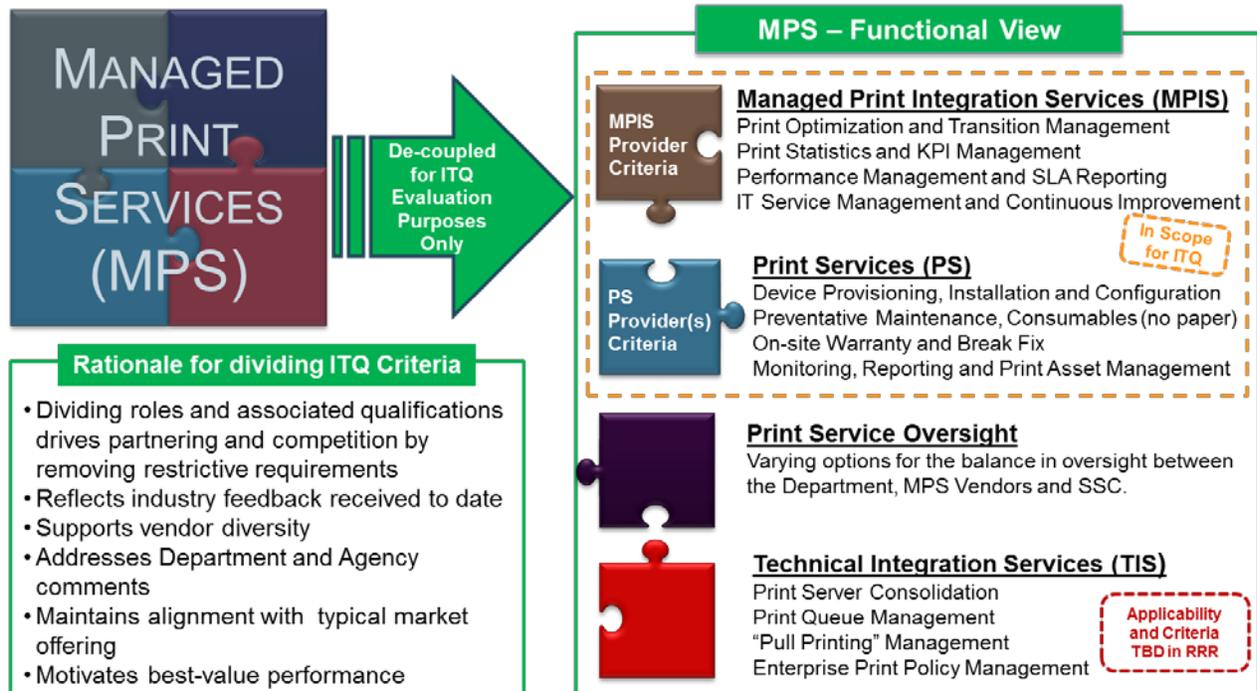
The Managed Print Services (MPS) stream allows departments and agencies to contract a fully managed print service from an SSC MPS service catalogue. For ITQ, SSC will qualify up to 5 Respondents for the RRR phase. Up to 3 contract(s) and/or Supply Arrangements and/or Standing Offers will be awarded to deliver the Managed Print Services after the Bid Solicitation phase.

There will be separate ITQ Evaluation Criteria for the Managed Print Services stream to support a role-based technical evaluation. Dividing roles and associated qualifications reflects industry feedback received to date, supports vendor diversity, addresses Department and Agency comments, and facilitates partnering and competition while maintaining alignment with typical market offering and motivating best-value performance.

Role-Based Technical Evaluation Criteria

During the Industry Engagement phase, SSC understood that some vendors are able to deliver a MPS on their own while others are delivering MPS in a partnership with other vendors as a Joint Venture. The partnership delivers the service with a vendor specializing in the integration services while another one specializes in print services as depicted in Figure 1 - Managed Print Services Roles. Therefore, dividing the MPS stream into two roles, Managed Print Integration Services and Print Services, and applying a different set of technical evaluation criteria will drive partnering and remove restrictive criteria. This also reflects the existing market offering.

Figure 1 - Managed Print Services Roles



SSC will evaluate the experience of a Respondent(s) using independent sets of technical evaluation criteria for the following MPS roles:

- a) Managed Print Integration Services (MPIS)

These criteria focus on the experience, expertise and scale of a service provider to deliver managed services for print devices including key experience in managing a fleet of numerous devices, in providing IT service management, reporting and governance to name a few.

- b) Print Services (PS)

These criteria focus on the experience, expertise and scale of a service provider to provide on-site services for Print Devices. A subset of the experience evaluated is the number of devices deployed, geographical coverage and the network in place to support devices. Based on industry feedback, not all Print Services providers offer managed print services. Therefore, this approach allows for the inclusion of service providers that are specializing in on-site printing services to align and respond together with MPIS providers for this ITQ.



Evaluation Rules

As SSC has taken the approach of separating an MPS service offering into the MPIS and PS roles, a certain number of evaluation rules are stated below to explain how the roles are evaluated for the Response.

- 1) MPIS provider
 - a) The MPIS provider must substantiate and meet all the Mandatory technical evaluation criteria for the MPIS provider.
 - b) The MPIS provider should substantiate rated technical evaluation criteria for the MPIS provider.
 - c) The MPIS provider must only list clients, in the Managed Print Integration Services Client References and Client List Table, with whom they have entered into a direct contract.
 - d) The MPIS provider should only list contracts for clients, in the Managed Print Integration Services Contract List Table, with whom they have entered into a direct contract.
- 2) PS Provider
 - a) Each PS provider must substantiate and must individually meet the PS Mandatory technical evaluation criteria.
 - b) Each PS provider should substantiate the PS rated technical evaluation criteria.
 - c) The PS provider must only list clients, in the Print Services Client References and Client List Table, with whom they have entered into a direct contract.
 - d) The PS provider should only list contracts for clients, in the Print Services Contract List Table, with whom they have entered into a direct contract.

Technical Evaluation Scoring:

The Rated Technical Evaluation Score will be calculated as follows:

- Each Rated Technical Criteria will be scored separately.
- The Scores will be added separately for MPIS Provider and PS Provider to form their Total Score.
- The Total Score for MPIS Provider and PS Provider will be weighted according to Table 1 - Rated Technical Scorecard to calculate the MPIS Provider Weighted Score and the PS Provider Weighted Score. Each Weighted Score will be calculated and rounded to two decimal places.
- The Respondent's ITQ Score will be the sum of the MPIS Provider Weighted Score and the PS Provider Weighted Score.

The technical response should address clearly and in sufficient depth the points that are subject to the evaluation criteria against which the response will be evaluated. Simply repeating the statement contained in the ITQ is not sufficient.

Table 1 - Rated Technical Scorecard

Rated Technical Criteria	Criteria	MPIS Provider Max Points	% of Total Score	Criteria	PS Provider #1 Max Points	PS Provider #2 Max Points (if applicable)	% of Total Score
Evaluation of Respondent's Provided Information							
Devices Under Management - Canada	MPIS-R1	60	20%	PS-R1	60	60	20%
Devices Under Management Public Sector – Canada	MPIS-R2	60	20%	PS-R2	60	60	20%
Devices Under Management – Canadian Provinces and Territories				PS-R3	30	30	10%
Expertise, Strategy and Methodology	MPIS-R4	50	16%	PS-R5	60	60	20%
Security Measures	MPIS-R5	20	7%				
Management Services	MPIS-R6	20	7%				
Sub-total for Respondent's provided information.	MPIS Provider Sub-total Score	210	70%	PS Provider Sub-total Score	210	210	70%
Evaluation Provided by Client's References							
Sub-total Certificate of Performance – Individual Ratings	MPIS-R3	90	30%	PS-R4	90	90	30%
Total Score	MPIS Provider Total Score	300	100%	PS Provider Total Score	300	300	100%
					PS Provider Combined Score¹		
					300		
Weighted Score	MPIS Provider Weighted Score = MPIS Provider Total Score * 25%			PS Provider Weighted Score = PS Provider Total Score * 75%			
Respondent's ITQ Score	MPIS Provider Weighted Score + PS Provider Weighted Score						

¹ To calculate the PS Provider Combined Score: for a Respondent who proposes a single PS Provider use 100% of PS Provider 1 Total Score; alternatively, for a Respondent who proposes two PS Providers calculates the average of the 2 PS Provider Total Score.

Scoring and Weighting

Respondent's ITQ Score is calculated as 25% of the MPIS Provider Total Score plus 75% of a single PS Provider Total Score if only 1 PS Provider is in the ITQ.

In the case of 2 PS Providers in the ITQ the Respondent's ITQ Score is calculated as 25% of the MPIS Provider Total Score and 75% of the average of the 2 PS Provider Total Scores.

The following scenario demonstrates the possible submission scoring combinations of an ITQ submission. The combinations consist of an MPIS provider with a single PS provider (Respondents 2, 4, and 6) or an MPIS provider with 2 PS provider Respondents 1, 3, and 5).

Technical Rated Score Calculations	Respondent #1			Respondent #2		Respondent #3			Respondent #4		Respondent #5			Respondent #6	
	MPIS Provider	PS Provider #1	PS Provider #2	MPIS Provider	PS Provider	MPIS Provider	PS Provider #1	PS Provider #2	MPIS Provider	PS Provider	MPIS Provider	PS Provider #1	PS Provider #2	MPIS Provider	PS Provider
	300/300 x25%	300/300 x75%	300/300 x75%	275/300 x25%	275/300 x 75%	250/300 x25%	225/300 x 75%	275/300 x75%	225/300 x25%	225/300 x 75%	200/300 x25%	225/300 x 75%	175/300 x 75%	175/300 x25%	175/300 x 75%
	MPIS Provider	Average of PS Provider #1 and #2 Points		MPIS Provider	PS Provider	MPIS Provider	Average of PS Provider #1 and #2 Points		MPIS Provider	PS Provider	MPIS Provider	Average of PS Provider #1 and #2 Points		MPIS Provider	PS Provider
	75.00	225.00		68.75	206.25	62.50	187.50		56.25	168.75	50	150		43.75	131.25
Combined Score	300			275		250			225		200			175	
Ranking	1st			2nd		3rd			4th		5th			6th	

Responses will be ranked based on the points received on the technical evaluation criteria. The response with the highest points will be ranked first; the response with the second highest points will be ranked second and so on. A Respondent will be declared "Qualified Respondent" if the conditions at 4.4 and 4.5 of the ITQ are met.

In the example above, Respondents #1 to #5 have the 5 highest ranking scores. In this example Respondent #6 would not become a Qualified Respondent.



1.1 – Managed Print Integration Services (MPIS) – Mandatory and Rated Criteria

The Respondent must provide the necessary documentation in their response to substantiate compliance with the Managed Print Integration Services mandatory and rated technical evaluation criteria respectively. Each mandatory criteria must be addressed separately. The mandatory criteria will be evaluated on a Pass or Fail basis. The Respondent must meet all the mandatory technical evaluation criteria specified. If the Respondent has met them all, the Respondent may score points for the rated technical evaluation criteria they substantiate.

The Managed Print Integration Services Client References and Client List Table found in Appendix A should be cross referenced to the criteria found in the following criteria tables. The first part of the table in Appendix A identifies the Mandatory 4 Client References required in MPIS-M4. The remainder of the table in Appendix A is for the Respondent to provide evidence to substantiate those mandatory and rated criteria. In this context, substantiate means that the information provided in Appendix A can be directly mapped, as written, without interpretation, to the specifics of each of those criteria using the references from the Cross Reference column of the criteria. If Appendix A does not fully substantiate one of those mandatory criteria then the response will be deemed non-compliant. For rated criteria, Appendix A should fully substantiate them for maximum points otherwise, the Respondent will only receive points for the portion of the rated criteria that is substantiated as per the point scale.

Where the number of devices needs to be substantiated, the Respondent must list individual clients in Appendix A to cover at least 50% of the number of devices in both MPIS-M1 and MPIS-R1, and to cover at least 50% of the number of devices in both MPIS-M2 and MPIS-R2. For the remaining number of devices, if any, the Respondent must list individual contracts, without the client name, in Appendix A.1 – Managed Print Integration Services Contract List Table. The Respondent can reference Appendix A.1 as a client in the Cross Reference column of the criteria to substantiate its total number of devices up to 100%.

Appendix A.1 is subject to SSC's Evaluation team's or their representatives' validation or verification if applicable and are cross referenced in the referenced criteria.



1.1.1 Devices under Management – Canada

#	1.1.1 Managed Print Integration Services Mandatory and Rated Technical Evaluation Criteria		
MPIS-M1	Mandatory Criteria	Rating	Cross Reference (Appendix A - MPIS Client References and Client List Table and/or Appendix A.1)
	<p>Respondent must have devices located and currently under management ² in Canada at the time of this ITQ closing: At least 10,000 Managed Print Devices</p> <p>The Respondent must demonstrate compliance from one or more contracts that have been in effect for at least 6 months prior to this ITQ closing.</p>	Pass or Fail	
MPIS-R1	Rated Criteria	Point Scales	Cross Reference (Appendix A - MPIS Client References and Client List Table and/or Appendix A.1)
	<p>Respondent should have additional devices located and currently under management² in Canada at the time of this ITQ closing.</p> <p>Maximum Score 60 pts</p>	<p>between 10,001 and 15,000 Managed Print Devices = 15 pts</p> <p>between 15,001 and 20,000 Managed Print Devices = 30 pts</p> <p>between 20,001 - 25,000 Managed Print Devices = 45 pts</p> <p>over 25,000 Managed Print Devices = 60 pts</p>	

² In this context “under management” means devices provided to a client as a service where the vendor has complete responsibility and control over the device lifecycle management. For Managed Print Devices, the service includes the development of design principles, assessment and optimization, the deployment, management and maintenance (including parts and consumables excluding paper) of the print environment (including existing third-party equipment as required) using utilities and tools that provide line of sight, status and performance metrics for Print Devices.



1.1.2 Devices under Management – Public Sector - Canada

#	1.1.2 Managed Print Integration Services Mandatory and Rated Technical Evaluation Criteria		
MPIS-M2	Mandatory Criteria	Rating	Cross Reference (Appendix A - MPIS Client References and Client List Table and/or Appendix A.1)
	<p>Respondent must have devices located and currently under management ³in Canadian Public Sector at the time of this ITQ closing.</p> <p style="text-align: center;">At least 5,000 Managed Print Devices</p> <p>The Respondent must demonstrate compliance from one or more contracts that have been in effect for at least 6 months prior to this ITQ closing.</p>	Pass or Fail	
MPIS-R2	Rated Criteria	Point Scales	Cross Reference (Appendix A - MPIS Client References and Client List Table and/or Appendix A.1)
	<p>Respondent should have additional devices located and currently under management³ in Canadian Public Sector at the time of this ITQ closing.</p> <p>Maximum Score 60 pts</p>	<p style="text-align: center;">between 5,001 and 10,000 Managed Print Devices = 15 pts</p> <p style="text-align: center;">between 10,001 and 15,000 Managed Print Devices = 30 pts</p> <p style="text-align: center;">between 15,001 and 20,000 Managed Print Devices = 45 pts</p> <p style="text-align: center;">over 20,000 Managed Print Devices = 60 pts</p>	

³ In this context “under management” means devices provided to a client as a service where the vendor has complete responsibility and control over the device lifecycle management. For Managed Print Devices, the service includes the development of design principles, assessment and optimization, the deployment, management and maintenance (including parts and consumables excluding paper) of the print environment (including existing third-party equipment as required) using utilities and tools that provide line of sight, status and performance metrics for Print Devices.



1.1.3 Certificate of Performance – Overall Satisfaction Rating

Shared Services Canada is adopting an approach for this procurement or solicitation to ensure that previous performance by suppliers can be taken into account and robustly assessed prior to entering into new contracts. This will provide the Government with greater confidence, based on past performance, in the reliability of suppliers.

The approach is that, as part of any assessment of a supplier's technical and professional ability, contracting authorities should ensure that any failure by the supplier to provide satisfactory performance of previous contracts is taken into account in the assessment of whether specified minimum standards for reliability for such contracts are met. Canada may re-assess reliability based on past performance before key points in this procurement process, as a result suppliers may be asked to update the evidence they provide to reflect more recent performance on new or existing contracts (or to confirm that nothing has changed).

Respondents must work with 2 clients to have the clients complete and submit to SSC a Certificate of Performance – Overall Satisfaction Rating (Appendix C) based on the Past Performance Evaluation Grid (Appendix D). The evaluation grid will be used by the client to complete the Certificate of Performance – Overall Satisfaction Rating of the following combined measures: the Technical Quality of the Product/Service; the overall Project Cost; the overall Project Schedule; and, the Project Business Management and Relationship. If any of those 2 clients is not already individually listed in Appendix A, the Respondent must add them.

The individual clients providing the Certificate of Performance – Overall Satisfaction Rating are required to submit the Certificate to SSC via SSC.consultation-consultation.SPC@canada.ca by the ITQ closing.

By submitting a response, the Respondent certifies that it has worked with its 2 clients named in the Cross Reference to criteria MPIS- M3, and engaged them to forward the Certificates of Performance for the Overall Satisfaction Rating to SSC prior to ITQ closing.

If SSC does not receive the Certificate of Performance – Overall Satisfaction Rating directly from Respondent's clients prior to ITQ closing, the Contracting Authority will approach the Respondent's client(s) in writing at the email address supplied by the Respondent and will be given 5 working days to respond. Respondents' clients will only be provided with this opportunity once for each Client Reference. If the response is still not forthcoming, the Respondent will be deemed non-compliant.



#	1.1.3 Managed Print Integration Services Mandatory Technical Evaluation Criteria		
MPIS-M3	Mandatory Criteria	Rating	Cross Reference (Appendix A - MPIS Client References and Client List Table)
	<p>Respondent's clients are required to submit 2 Certificates of Performance for the Overall Satisfaction Rating from clients in the Managed Print Integration Services Client References and Client List Table for the following, and submit Certificate to SSC via SSC.consultation-consultation.SPC@canada.ca by the ITQ closing:</p> <ul style="list-style-type: none"> a) Technical Quality of Product / Service b) Project Cost c) Project Schedule d) Project Business Management and Relationship <p>To be compliant, both of the client Certificates of Performance, found in Appendix C, must have Option A on the form completed with a statement of overall satisfaction. The Respondents will be non-compliant, if any of the 2 client Certificates of Performance has Option B on the form completed with the reasons for non-certification based on the evaluation grid found in Appendix D.</p>	Pass or Fail	



1.1.4 Managed Print Integration Services – Client References

The Respondent must list the Client References in the Managed Print Integration Services Client References and Client List Table found in Appendix A. At the discretion of SSC, all, some or a single client reference may be verified as part of the evaluation process in order to validate statements made within the technical response. If references are contacted their role will be to validate the information provided by the Respondent within this response.

#	1.1.4 Managed Print Integration Services Mandatory Criteria		
MPIS-M4	Mandatory Criteria	Rating	Cross Reference (Appendix A - MPIS Client References and Client List Table if Applicable)
	<p>Respondent must provide 4 Canadian Client References for Managed Print Services that are currently in progress at the time of this ITQ closing with each having a Total Contract Value of \$3,000,000 for the Managed Print Services portion of the contract including the value of Print Devices.</p> <p>One of the 4 Client References must have at least 50 locations, spread across at least 10 Cities in at least 3 Provinces in Canada.</p> <p>One of the 4 Client References must be in the Public Sector.</p> <p>The Respondent must demonstrate compliance from one or more contracts that have been in effect for at least 6 months prior to this ITQ closing.</p>	Pass or Fail	



1.1.5 Certificate of Performance - Individual Ratings

Canada will randomly contact Respondent's clients from the Managed Print Integration Services Client References and Client List Table (Appendix A) and provide them with the Certificate of Performance - Individual Ratings found in Appendix E and the Past Performance Evaluation Grid found in Appendix F. The evaluation grid should be used by the Respondent's client to complete the Certificate of Performance - Individual Ratings.

The clients providing the Certificate of Performance – Individual Ratings should submit the Certificate to SSC via SSC.consultation-consultation.SPC@canada.ca by the deadline specified in the letter requesting the client reference.

#	1.1.5 Managed Print Integration Services Rated Technical Criteria	
MPIS-R3	Rated Criteria	Point Scales
	<p>Canada will randomly contact clients from the Managed Print Integration Services Client References and Client List Table found in Appendix A in order to request and receive from 2 separate clients the Certificate of Performance - Individual Ratings found in Appendix E for the following measures:</p> <ul style="list-style-type: none"> a) Reliability b) Project Cost c) Order Accuracy d) Delivery and Timelines e) Quality f) Business Relations g) Personnel h) Customer Support i) Responsiveness <p>Minimum Score per Client Certificate 25 pts Maximum Score for Client Certificate 45 pts Maximum Score for 2 Client Certificates 90 pts</p>	<p>For each measure in the Rated Criteria:</p> <ul style="list-style-type: none"> Unsatisfactory: 0 pts Marginal: 2 pts Satisfactory: 3 pts Very Good: 4 pts Exceptional: 5 pts <p>Each of the 2 Client Certificates must score a minimum of 25 points otherwise the Client Certificate will score 0 pts.</p>



1.1.6 Expertise, Strategy and Methodology

The Level of Understanding and Completeness Evaluation Grid – Exceptional, Comprehensive, Adequate, Marginal and Insufficient found in Appendix G will be used to evaluate MPIS-R4.

1.1.6 Managed Print Integration Services Rated Technical Criteria			
#	Rated Criteria	Point Scales	Cross Reference (Appendix A - MPIS Client References and Client List Table if Applicable and ITQ Response and/or Appendix A.1)
MPIS-R4	Respondent should demonstrate, for any of its clients in the Managed Print Integration Services Client References and Client List Table and/or Managed Print Integration Services Contract List Table, its Expertise, Strategy and Methodology in each the following five Print Program Management areas:	Demonstrated Level of Understanding and Completeness from the grid found in Appendix G for each of the five areas:	
	<ul style="list-style-type: none"> a) Vendor Governance and Change Management b) Transition In Services and Operations of Multi-vendor and Multi-tenant Environments c) Benchmarking and Benefits Realization d) Use of Technology Based Tools and Standards to Achieve Operational Excellence and Continuous Improvement for both Internal and External Organizational Agility and Adaptability. e) Managed Content Services <p>Maximum Score 50 pts</p>	<ul style="list-style-type: none"> Exceptional 10 pts Comprehensive 7.5 pts Adequate 5 pts Marginal 2.5 pts Insufficient 0 pts 	



1.1.7 Overview of Security Measures

The Level of Understanding and Completeness Evaluation Grid – Exceptional, Comprehensive, Adequate, Marginal and Insufficient found in Appendix G will be used to evaluate MPIS-R5.

1.1.7 Managed Print Integration Services Rated Technical Criteria			
# MPIS-R5	Rated Criteria	Point Scales	Cross Reference (Appendix A - MPIS Client References and Client List Table if Applicable and ITQ Response and/or Appendix A.1)
	<p>Respondent should provide, for any of its clients in the Managed Print Integration Services Client References and Client List Table and/or Managed Print Integration Services Contract List Table, an overview of its experience with implemented Security Measures in the following four areas:</p> <ul style="list-style-type: none"> a) Device Security b) Information Security c) Network Security including Logging, Monitoring and Audit d) Security Assessment and Authorization processes <p>Maximum Score 20 Pts</p>	<p>Demonstrated Level of Understanding and Completeness from the grid found in Appendix G for each of the 4 areas:</p> <ul style="list-style-type: none"> Exceptional 5 pts Comprehensive 4 pts Adequate 3 pts Marginal 2 pts Insufficient 0 pts 	



1.1.8 Technical Capabilities

The Level of Understanding and Completeness Evaluation Grid – Exceptional, Comprehensive, Adequate, Marginal and Insufficient found in Appendix G will be used to evaluate MPIS-R6.

#	1.1.8 Managed Print Integration Services Rated Technical Criteria												
MPIS-R6	Rated Criteria	Point Scales	Cross Reference (Appendix A - MPIS Client References and Client List Table if Applicable and ITQ Response and/or Appendix A.1)										
	<p>Respondent should provide, for any of its clients in the Managed Print Integration Services Client References and Client List Table and/or Print Services Contract List Table, project examples and evidence of deployed and operational systems in the following 4 Print Operations areas:</p> <ul style="list-style-type: none"> a. Device Management, Monitoring and Reporting b. Assessment and Print Optimization Methodology c. Managed Print Services Provisioning, Fulfillment and Management Reporting d. Service Organization for service delivery and after-sale services including Logistics and the use of Channel Partners. <p>Evidence includes a description of methodology and tools utilized.</p> <p>Maximum Score 20 pts</p>	<p>Demonstrated Level of Understanding and Completeness from the grid found in Appendix G for each of the 4 areas:</p> <table border="0"> <tr> <td>Exceptional</td> <td>5 pts</td> </tr> <tr> <td>Comprehensive</td> <td>4 pts</td> </tr> <tr> <td>Adequate</td> <td>3 pts</td> </tr> <tr> <td>Marginal</td> <td>2 pts</td> </tr> <tr> <td>Insufficient</td> <td>0 pts</td> </tr> </table>	Exceptional	5 pts	Comprehensive	4 pts	Adequate	3 pts	Marginal	2 pts	Insufficient	0 pts	
Exceptional	5 pts												
Comprehensive	4 pts												
Adequate	3 pts												
Marginal	2 pts												
Insufficient	0 pts												



1.2 – Print Services (PS) – Mandatory and Rated Criteria

The Respondent must provide the necessary documentation in their response to substantiate compliance with the Print Services mandatory and rated technical evaluation criteria respectively. Each mandatory criteria must be addressed separately. The mandatory criteria will be evaluated on a Pass or Fail basis. The Respondent must meet all the mandatory technical evaluation criteria specified. If the Respondent has met them all, the Respondent may score points for the rated technical evaluation criteria they substantiate.

The Print Services Client References and Client List Table found in Appendix B should be cross referenced to the criteria found in the following criteria tables. The first part of the table identifies the Mandatory 4 Client References required in PS-M4. The remainder of the table in Appendix B is for the Respondent to provide evidence to substantiate those mandatory and rated criteria. In this context, substantiate means that the information provided in Appendix B can be directly mapped, as written, without interpretation, to the specifics of each of those criteria using the references from the Cross Reference column of the criteria. If Appendix B does not fully substantiate one of those mandatory criteria then the response will be deemed non-compliant. For rated criteria, Appendix B should fully substantiate them for maximum points otherwise, the Respondent will only receive points for the portion of the rated criteria that is substantiated as per the point scale.

Where the number of devices needs to be substantiated, the Respondent must list individual clients in Appendix B to cover at least 50% of the number of devices in both PS-M1 and PS-R1, and to cover at least 50% of the number of devices in PS-R2. For the remaining number of devices, if any, the Respondent must list individual contracts, without the client name, in Appendix B.1 –Print Services Contract List Table. The Respondent can reference Appendix B.1 as a client in the Cross Reference column of the criteria to substantiate its total number of devices up to 100%.

Appendix B.1 is subject to SSC's Evaluation team's or their representatives' validation and/or verification if applicable and is cross referenced in the referenced criteria.



1.2.1 Devices under Management – Canada

#	1.2.1 Print Services Mandatory and Rated Technical Criteria		
PS-M1	Mandatory Criteria	Rating	Cross Reference (Appendix B - PS Client References and Client List Table and/or Appendix B.1)
	<p>Respondent must have at least 45,000 Print Devices⁴ located and currently under management⁵ in Canada at the time of this ITQ closing.</p> <p>The Respondent must demonstrate compliance from one or more contracts that have been in effect for at least 6 months prior to this ITQ closing.</p>	Pass or Fail	
PS-R1	Rated Criteria	Point Scales	Cross Reference (Appendix B - PS Client References and Client List Table and/or Appendix B.1)
	<p>Respondent should have additional Print Devices located and currently under management⁵ in Canada at the time of this ITQ closing.</p> <p>Maximum Score 60 pts</p>	<p>between 45,001 and 60,000 Print Devices = 15 pt</p> <p>between 60,001 and 75,000 Print Devices = 30 pts</p> <p>between 75,001 – 90,000 Print Devices = 45 pts</p> <p>over 90,000 Print Devices = 60 pts</p>	

⁴ For the purpose of evaluation, a Print Device that is a Multi-Function Device (MFD) will count as 3 Print Devices.

⁵ In this context “under management” means a device provisioned to a client. The device must be:

- covered by a warranty (break / fix services) and a service contract inclusive of preventative maintenance (including parts) performed on-site by Print Service Provider personnel as well as consumables; or
- provisioned as part of Managed Print Services as defined in Annex C.



1.2.2 Devices under Management – Public Sector - Canada

#	1.2.2 Print Services Mandatory and Rated Technical Criteria		
PS-R2	Rated Criteria	Point Scales	Cross Reference (Appendix B - PS Client References and Client List Table and/or Appendix B.1)
	<p>Respondent should have additional Print Devices⁶ located within the Canadian Public Sector and currently under management⁷ in Canada at the time of this ITQ closing.</p> <p>The Respondent should demonstrate compliance from one or more contracts that have been in effect for at least 6 months prior to this ITQ closing.</p> <p>Maximum Score 60 pts</p>	<p>between 5,001 and 10,000 Print Devices = 15 pts</p> <p>between 10,001 and 15,000 Print Devices = 30 pts</p> <p>between 15,001 and 20,000 Print Devices = 45 pts</p> <p>over 20,000 Print Devices = 60 pts</p>	

⁶ For the purpose of evaluation, a Print Device that is a Multi-Function Device (MFD) will count as 3 Print Devices.

⁷ In this context “under management” means a device provisioned to a client. The device must be:

- covered by a warranty (break / fix services) and a service contract inclusive of preventative maintenance (including parts) performed on-site by Print Service Provider personnel as well as consumables; or
- provisioned as part of Managed Print Services.



1.2.3 Devices under Management – Canadian Provinces and Territories

#	1.2.3 Print Services Mandatory and Rated Technical Criteria		
PS-M2	Mandatory Criteria	Rating	Cross Reference (Appendix B - PS Client References and Client List Table and/or Appendix B.1)
	<p>Respondent must have Print Devices currently under management ⁸ in Canadian Provinces and/or Territories at the time of this ITQ closing.</p> <p>In at least 10 of 13 Provinces and/or Territories</p> <p>The Respondent must demonstrate compliance from one or more contracts that have been in effect for at least 6 months prior to this ITQ closing.</p>	Pass or Fail	
PS-R3	Rated Criteria	Point Scales	Cross Reference (Appendix B - PS Client References and Client List Table and/or Appendix B.1)
	<p>Respondent should have Print Devices currently under management⁸ in Canadian Provinces and/or Territories at the time of this ITQ closing.</p> <p>The Respondent should demonstrate compliance from one or more contracts that have been in effect for at least 6 months prior to this ITQ closing.</p> <p>Maximum Score 30 pts</p>	<p>For Provinces/Territories:</p> <p>11 of 13 = 10 pts</p> <p>12 of 13 = 20 pts</p> <p>13 of 13 = 30 pts</p>	

⁸ In this context “under management” means a device provisioned to a client. The device must be:

- covered by a warranty (break / fix services) and a service contract inclusive of preventative maintenance (including parts) performed on-site by Print Service Provider personnel as well as consumables; or
- provisioned as part of Managed Print Services.



1.2.4 Certificate of Performance – Overall Satisfaction Rating

Shared Services Canada is adopting an approach for this procurement or solicitation to ensure that previous performance by suppliers can be taken into account and robustly assessed prior to entering into new contracts. This will provide the Government with greater confidence, based on past performance, in the reliability of suppliers.

The approach is that, as part of any assessment of a supplier's technical and professional ability, contracting authorities should ensure that any failure by the supplier to provide satisfactory performance of previous contracts is taken into account in the assessment of whether specified minimum standards for reliability for such contracts are met. Canada may re-assess reliability based on past performance before key points in this procurement process, as a result suppliers may be asked to update the evidence they provide to reflect more recent performance on new or existing contracts (or to confirm that nothing has changed).

Respondents must work with 2 clients to have the clients complete and submit to SSC a Certificate of Performance – Overall Satisfaction Rating (Appendix C) based on the Past Performance Evaluation Grid (Appendix D). The evaluation grid will be used by the client to complete the Certificate of Performance – Overall Satisfaction Rating of the following combined measures: the Technical Quality of the Product/Service; the overall Project Cost; the overall Project Schedule; and, the Project Business Management and Relationship.

The individual client providing the Certificate of Performance – Overall Satisfaction Rating are required to submit the Certificate to SSC via SSC.consultation-consultation.SPC@canada.ca by the ITQ deadline. If any of those 2 clients is not already individually listed in Appendix B, the Respondent must add them.

By submitting a response, the Respondent certifies that it has worked with its 2 clients named in the Cross Reference to criteria PS-M3, and engaged them to forward the Certificates of Performance for the Overall Satisfaction Rating to SSC prior to ITQ closing.

If SSC does not receive the Certificate of Performance – Overall Satisfaction Rating directly from Respondent's clients prior to ITQ closing, the Contracting Authority will approach the Respondent's client(s) in writing at the email address supplied by the Respondent and will be given 5 working days to respond. Respondents' clients will only be provided with this opportunity once for each Client Reference. If the response is still not forthcoming, the Respondent will be deemed non-compliant



#	1.2.4 Print Services Mandatory Criteria	
PS-M3	Mandatory Criteria	Rating
	<p>Respondent's clients are required to submit 2 Certificates of Performance for the Overall Satisfaction Rating from clients in the Print Services Client References and Client List Table for the following, and submit Certificate to SSC via SSC.consultation-consultation.SPC@canada.ca by the ITQ closing:</p> <ul style="list-style-type: none">a) Technical Quality of Product / Serviceb) Project Costc) Project Scheduled) Project Business Management / Relationship <p>To be compliant, both of the client Certificates of Performance, found in Appendix C, must have Option A on the form completed with a statement of overall satisfaction. The Respondents will be non-compliant, if any of the 2 client Certificates of Performance has Option B on the form completed with the reasons for non-certification based on the evaluation grid found in Appendix D.</p> <p>Note: When the MPIS and the PS are the same named entity, the 2 Certificates of Performance for the Overall Satisfaction Rating of the MPIS can be used for the PS, as long as the Certificates Contract Customers are listed as clients on both the Managed Print Integration Services Client References and Client List Table and the Print Services Client References and Client List Table.</p>	Pass or Fail



1.2.5 Client References

The Respondent must list the Client References in the Print Services Client References and Client List Table found in Appendix B. At the discretion of SSC, all, some or a single client reference may be verified as part of the evaluation process in order to validate statements made within the technical proposal. If references are contacted their role will be to validate the information provided by the Respondent within this proposal.

#	1.2.5 Print Services Mandatory Criteria		
PS-M4	Mandatory Criteria	Rating	Cross Reference (Appendix B - PS Client References and Client List Table)
	<p>Respondent must provide 4 Canadian Client References for Print Devices under management⁹ that are currently in progress at the time of this ITQ closing with each having a Total Contract Value of at least \$5,000,000.</p> <p>One of the 4 Client References must have at least 50 locations, spread across at least 10 Cities in at least 3 Provinces in Canada.</p> <p>One of the 4 Client References must be in the Public Sector.</p> <p>The Respondent must demonstrate compliance from one or more contracts that have been in effect for at least 6 months prior to this ITQ closing.</p> <p>Note: When the MPIS and the PS are the same named entity, the 4 Canadian Client References of the MPIS can be used for the PS, as long as the client references are listed as client references on both the Managed Print Integration Services Client References and Client List Table and the Print Services Client References and Client List Table.</p>	Pass or Fail	

⁹ In this context “under management” means a device provisioned to a client. The device must be:

- covered by a warranty (break / fix services) and a service contract inclusive of preventative maintenance (including parts) performed on-site by Print Service Provider personnel as well as consumables; or
- provisioned as part Managed Print Services.



1.2.6 Certificate of Performance - Individual Ratings

Canada will randomly contact clients from the Print Services Client References and Client List Table (Appendix B) and provide them with the Certificate of Performance - Individual Ratings found in Appendix E and the Past Performance Evaluation Grid found in Appendix F. The evaluation grid should be used by the client to complete the Certificate of Performance - Individual Ratings.

The clients providing the Certificate of Performance – Individual Ratings should submit the Certificate to SSC via SSC.consultation-consultation.SPC@canada.ca by the deadline specified in the letter requesting the client reference.

#	1.2.6 Print Services Rated Technical Criteria	
PS-R4	Rated Criteria	Point Scales
	<p>Canada will randomly contact clients from the Print Services Client References and Client List Table found in Appendix B in order to request and receive from 2 separate clients the Certificate of Performance - Individual Ratings found in Appendix E for the following measures:</p> <ul style="list-style-type: none"> i. Reliability ii. Project Cost iii. Order Accuracy iv. Delivery and Timelines v. Quality vi. Business Relations vii. Personnel viii. Customer Support ix. Responsiveness <p>Minimum Score per Client Certificate 25 pts Maximum Score for Client Certificate 45 pts Maximum Score for 2 Client Certificates 90 pts</p>	<p>For each measure in the Rated Criteria:</p> <ul style="list-style-type: none"> Unsatisfactory: 0 pts Marginal: 2 pts Satisfactory: 3 pts Very Good: 4 pts Exceptional: 5 pts <p>Each of the 2 Client Certificates must score a minimum of 25 points otherwise the Client Certificate will score 0 pts.</p>



1.2.7 Expertise, Strategy and Methodology

The Level of Understanding and Completeness Evaluation Grid – Exceptional, Comprehensive, Adequate, Marginal and Insufficient found in Appendix G will be used to evaluate PS-R5.

1.2.7 Print Services Rated Technical Criteria			
#	Rated Criteria	Point Scales	Cross Reference (Appendix B - PS Client References and Client List Table and ITQ Response and/or Appendix B.1)
PS-R5	<p>Respondent should demonstrate, for any of its Clients from the Print Services Client References and Client List Table and/or Print Services Contract List Table, its Expertise, Strategy and Methodology in each the following six areas:</p> <ul style="list-style-type: none"> a) Assessment and optimization methodology utilized to meet a client's business requirements for their print environment. b) The process of transitioning into a client's print environment. c) Management and governance of sub-contractors d) Security capabilities, measures and practices in the print environment. e) Continuous Improvement f) Managed Content Services <p>Maximum Score 60 pts</p>	<p>Demonstrated Level of Understanding and Completeness from the grid found in Appendix G for each of the five areas:</p> <ul style="list-style-type: none"> Exceptional 10 pts Comprehensive 8 pts Adequate 6 pts Marginal 4 pts Insufficient 0 pts 	

APPENDIX A – Managed Print Integration Services Client References and Client List Table

(MPIS-M1, M2, M3 and M4, and MPIS-R1, R2, R3, R4, R5 and R6)

Provide Sufficient Client Contacts to Substantiate Mandatory and Rated Criteria. Examples provided in the table below.

#	Four Client References and Additional Client Contact Coordinates Private/Public Managed ⁽ⁱ⁾	Contract				Managed Print Services Metrics SLA Measures & Services	Supported Print Manufacturers ⁽ⁱⁱⁱ⁾	Managed Service Provinces, Cities and Locations ^(iv)
		Total Contract Value Initial / Renewal	Start Date	End Date	Option Years			
1.	<p>Client Reference #1: Company Inc. (Private) Managed Print</p> <p>Dan Smith CIO 123 City Street City, Province (111) 111-1111 DSmith@company.ca</p> <p>Project Description:</p>	<p>Project Name: TCV = \$18M</p> <p>Renewal</p>	Jan. 1, 2013	Dec 31, 2018	3 x 1 yr.	<p>Service Metrics: 50,000 users , 150 locations, 5000 devices and 1 M impressions.</p> <p>SLA Measures: X% 1st call resolution for x% of the calls.</p> <p>Services: Service Desk (Bi-lingual, 24 x 7, 365) On-site Support (4 hrs) Warranty Consumables.</p>	<p>ABC Printers DEF Printers GHI Printers</p>	<p>Canada (50) Ontario Ottawa Toronto</p> <p>Quebec</p> <p>Alberta</p> <p>Nunavut</p>
2.	Client Reference #2:							
3.	Client Reference #3:							
4.	Client Reference #4:							
5.	Additional Clients #5:							



Client References and Client List Table Definitions:

- (I) Private / Public: Private – classify the client as private or public sector - see Definitions**
- (II) Managed Print Services - see Definitions**
- (III) Supported Manufacturers: identify 3rd party print manufacturer(s) devices you support for the client.**
- (IV) Service Regions: locations by geography where services are delivered to the client. For greater clarity, multiple buildings in the same city are considered a single service region. For the purpose of this table, report locations by cities/province.**

APPENDIX A.1 – Managed Print Integration Services Contract List Table

(MPIS-M1, M2 and MPIS-R1, R2, R4, R5, R6)

Provide Sufficient Contract details to Substantiate Mandatory and Rated Criteria. Examples provided in the table below.

Private/Public Sector ^(I)	Contract			Number of Managed Print Devices ^(II)
	Contract Number	Start Date	End Date	
Public Sector	001	Jan. 1, 2013	Dec 31, 2018	10
Public Sector	008	Jan. 1, 2014	Dec. 31, 2019	120
Public Sector	035	Apr. 1, 2013	Mar. 31, 2017	35
a) Sub-Total Public Sector:				165
Private Sector	004	Nov. 1, 2011	Oct. 31, 2016	20
Private Sector	550	Apr. 1, 2010	Mar. 31, 2018	15
Private Sector	820	Jan. 1, 2012	Dec. 31, 2016	90
b) Sub-Total Private Sector:				125
c) Grand-Total (a+b):				290
Contract List Table Definitions:				
(I) Private / Public Sector: Private – classify the client as private or public sector - see Definitions				
(II) Managed Print Devices - see Definitions				

APPENDIX B – Print Services Client References and Client List Table

(PS-M1, M2, M3 and M4, and PS-R1, R2, R3, R4, and R5)

Provide Sufficient Client Contacts to Substantiate Mandatory and Rated Criteria. Examples provided in the table below.

#	Four Client References And Additional Client Contact Coordinates Private/Public ⁽ⁱ⁾ Managed or Fleet ⁽ⁱⁱ⁾	Contract				Print Devices and or Managed Print Devices Metrics SLA Measures Services	Supported Print Manufacturers ⁽ⁱⁱⁱ⁾	Print and Managed Print Service Provinces, Cities and Locations ^(iv)
		Total Contract Value Initial / Renewal	Start Date	End Date	Option Years			
1.	<p>Company Inc. (Private) Managed Print</p> <p>Dan Smith CIO 123 City Street City, Province (111) 111-1111 DSmith@company.ca</p> <p>Project Description:</p>	<p>TCV = \$18M Renewal</p>	Jan. 1, 2013	Dec 31, 2018	3 x 1 yr.	<p>Service Metrics: 50,000 users , 150 locations, 5000 devices and 1 M impressions.</p> <p>SLA Measures: X% 1st call resolution for x% of the calls.</p> <p>Services: Service Desk (Bi-lingual, 24 x 7, 365) On-site Support (4 hrs) Warranty Consumables.</p>	<p>ABC Printers DEF Printers GHI Printers</p>	<p>Canada (50) Ontario Ottawa Toronto</p> <p>Quebec</p> <p>Alberta</p> <p>Nunavut</p>
2.	Client Reference #2:							
3.	Client Reference #3:							
4.	Client Reference #4:							
5.	Additional Clients #5:							



Client List Table Definitions:

- (I) Private / Public: Private – classify the client as private or public sector - see Definitions.**
- (II) Print Devices and/or Managed Print Devices - see Definitions.**
- (III) Supported Manufacturers: identify 3rd party print manufacturer(s) devices you support for the client.**
- (IV) Service Regions: locations by geography where services are delivered to the client. For greater clarity, multiple buildings in the same city are considered a single service region. For the purpose of this table, report locations by cities/province.**

APPENDIX B.1 – Print Services Contract List Table

(PS-M1, M2 and PS-R1, R2, R3, and R5)

Provide Sufficient Contract details to Substantiate Mandatory and Rated Criteria. Examples provided in the table below.

Private/Public Sector ⁽ⁱ⁾	Print Devices Type	Contract			Number of Print Devices ⁽ⁱⁱⁱ⁾ per Canadian Province and Territory ⁽ⁱⁱⁱ⁾													Total	
		Contract Number	Start Date	End Date	BC	AB	SK	MB	ON	QC	NB	NS	PE	NL	NU	NT	YT		
Public Sector	Non-MFD	14	Jan. 1, 2013	31-Dec-18	20	30		15	80	55									200
Public Sector	Non-MFD	38	Jan. 1, 2014	Dec. 31, 2019							25	40	15	75					155
Public Sector	Non-MFD	89	Apr. 1, 2013	Mar. 31, 2017			10								10	5	5		30
a) Sub-Total Non-MFD Public Sector:					20	30	10	15	80	55	25	40	15	75	10	5	5		385
Public Sector	MFD ^(iv)	14	Jan. 1, 2013	31-Dec-18	35	40		15	125	80									295
Public Sector	MFD ^(iv)	38	Jan. 1, 2014	Dec. 31, 2019							25	25	15	45					110
Public Sector	MFD ^(iv)	89	Apr. 1, 2013	Mar. 31, 2017			10								5	15	5		35
b) Sub-Total MFD Public Sector:					35	40	10	15	125	80	25	25	15	45	5	15	5		440
c) Total MFD Public Sector (b x 3):					105	120	30	45	375	240	75	75	45	135	15	45	15		1320
d) Total Public Sector (a+c)					125	150	40	60	455	295	100	115	60	210	25	50	20		1705
Private Sector	Non-MFD	29	Nov. 1, 2011	Oct. 31, 2016					220	140									360
Private Sector	Non-MFD	82	Apr. 1, 2010	Mar. 31, 2018	90	110	10										5		215
Private Sector	Non-MFD	158	Jan. 1, 2012	Dec. 31, 2016							90			60					150
e) Sub-Total Non-MFD Private Sector:					90	110	10		220	140	90			60			5		725
Private Sector	MFD ^(iv)	29	Nov. 1, 2011	Oct. 31, 2016					250	125									375
Private Sector	MFD ^(iv)	82	Apr. 1, 2010	Mar. 31, 2018	70	120	10										5		205
Private Sector	MFD ^(iv)	158	Jan. 1, 2012	Dec. 31, 2016							60			45					105
f) Sub-Total MFD Private Sector:					70	120	10		250	125	60			45			5		685
g) Total MFD Private Sector (f x 3):					210	360	30		750	375	180			135			15		2055
h) Total Private Sector (e+g):					300	470	40		970	515	270			195			20		2780
i) Grand-Total (d+h):					425	620	80	60	1425	810	370	115	60	405	25	70	20		4485

Client List Table Definitions:

(i) Private / Public: Private – classify the client as private or public sector - see Definitions.

(ii) Print Devices - see Definitions.

(iii) Province and territory codes are from Canada Post (<https://www.canadapost.ca/tools/pg/manual/PGaddress-e.asp?ecid=murl10006450%20-%201442131#1442131>)

(iv) Only include number of single MFD devices. Do not multiply by 3 as totals c) and g) do that.



APPENDIX C – Certificate of Performance – Overall Satisfaction Rating

(MPIS M3 and PS M3)

Certificate of Performance - Overall Satisfaction Rating	
Certificate of Performance as requested by:	Shared Services Canada
Requested under Solicitation Notice:	<i>(Fill in Solicitation Number)</i>
Name of Entity Providing Certificate:	<i>(Customer or Supplier for Self Certification)</i>
Certificate of Performance – Contract Information	
Name of Contract Customer (“Customer”):	<i>(Registered Name)</i>
Name of Contracted Supplier (“Supplier”):	<i>(Registered Name)</i>
Contract Title (“Contract”):	<i>(Agreed Contract Name for Contract)</i>
PUBLIC SECTOR CONTRACTS ONLY – Award Notice Reference:	<i>(Fill in Jurisdiction / Service - Solicitation Number)</i>
Customer Representative Submitting Certificate – Contact Details (further queries may be requested)	
Source Contact Name:	<i>(Name of source authorized by entity providing Certificate)</i>
Source Contact Address:	<i>(Authorized source business address)</i>
Source Contact Direct Line:	<i>(Authorized source direct telephone number)</i>
Source Contact E-mail:	<i>(Authorized source e-mail)</i>
Additional Contract Detail	
Description of the Project Components: 1. Technical Quality of Products / Services 2. Project Cost 3. Project Schedule 4. Project Business Management and Relationship	<i>(Please Provide a Brief Description maximum 75 words)</i>
Total contract value:	<i>(Monetary value CDN \$)</i>
Contract start date:	<i>(dd/mm/yyyy)</i>
Contract end date:	<i>(dd/mm/yyyy)</i>
Performance (Please submit either Option A or B)	
OPTION A: Certificate of Performance	
Based on the Past Performance Evaluation Grid we hereby certify that, to the best of our knowledge and belief, the Supplier has satisfactorily supplied the goods and/or services described above in the Additional Contract Detail section and listed here, in accordance with the Contract: 1. Technical Quality of Products / Services 2. Project Cost 3. Project Schedule 4. Project Business Management and Relationship	Please provide an overall statement of satisfaction if you would not hesitate to use this supplier again for the items and/or services delivered in accordance with the Contract:
OR	
Option B: Non-certification	
We are unable to certify that the Supplier has satisfactorily supplied the goods and/or services described in the table above and listed here, in accordance with the Contract for the following reasons: 1. Technical Quality of Products / Services 2. Project Cost 3. Project Schedule 4. Project Business Management and Relationship	Using the Past Performance Evaluation Grid please provide a reason or reasons why performance was not in accordance with the Contract:
<p>Whilst the information in this Certificate has been provided in good faith in the belief that it is truthful and accurate, the Customer does not assume any responsibility or any liability nor make any guarantee, representation or warranty as to the contents of this Certificate. The Customer shall not be liable for and hereby excludes liability for any loss, damage (including any special, exemplary, indirect, incidental, consequential damages, costs or associated legal fees) that may be suffered as a result of use of the Certificate and its content, to the fullest extent permitted by law. Nothing in this Certificate shall affect, or constitute a waiver of, the Customer's rights or remedies in relation to the Contract. By submitting this information ("Certificate") you are agreeing that it may be retained by SSC, and it may be added to the records of any future Government of Canada Past Performance program.</p>	

APPENDIX D - Certificate of Performance - Overall Satisfaction - Criteria Rating Grid

(MPIS-M3 and PS-M3)

Past Performance Evaluation Grid – Exceptional, Very Good, Satisfactory, Marginal and Unsatisfactory

Criteria	Ratings				
	Exceptional – Overview Multiple exceptional events or a single material event No significant weaknesses	Very Good – Overview A significant event of benefit No significant weaknesses identified	Satisfactory – Overview Only minor problems or major problems recovered without impact. No significant weaknesses identified Key principle - contractors will not be lower than Satisfactory solely for not going beyond the requirements	Marginal – Overview Identify a significant event in each category and state the impact. Reference management tools used for Contractor notification of deficiencies (e.g. quality, safety, or environmental deficiency reports, letters etc.).	Unsatisfactory – Overview Multiple significant events or single material event, state customer impact. Reference management tools used for Contractor notification of deficiencies (e.g. quality, safety, or environmental deficiency reports, letters etc.).
Technical Quality of Products / Services	Met all performance requirements Exceeded 20 % or more Minor problems - highly effective corrective actions Improved performance/quality results	Met all performance requirements Exceeded 5% or more Minor problems - effective corrective actions	Met all performance requirements Minor problems - satisfactory corrective actions	Some performance requirements not met Serious performance problems - Ineffective corrective actions	Most performance requirements not met Recovery not likely
Project Cost (Control)	Significant reduction overall cost/price Meets all contract requirements Reduced cost estimates, 10% or more Use of value engineering – et al. Quickly resolved cost issues Highly effective correction facilitated cost reduction	Reduction in overall cost/price Meets all contract requirements Reduced cost estimates, 5% or more Use of value engineering – et al. Quickly resolved cost issues Effective correction facilitated cost reduction	Met cost/price estimates Met all contract requirements Use of value engineering – et al. Resolved cost issues Effective correction kept overall expenditures within limits	Did not meet cost/price estimates Inadequate corrective action plans No innovative techniques to bring overall expenditures within limits	Significant cost overruns Not likely to recover cost control
Project Schedule (Timeliness)	Significantly exceeded delivery requirements - all on-time Many early beneficial deliveries Quickly resolved delivery issues Highly effective corrective actions	On-Time deliveries Some early beneficial deliveries Resolved delivery issues Effective corrective actions.	On-time deliveries Minor problems Did not affect delivery schedule	Some late deliveries No corrective actions	Many late deliveries Negative cost impact - loss of capability Ineffective corrective actions Not likely to recover
Project Business Mgmt. / Relationship	Highly professional - Responsive Proactive Significantly exceeded expectations High user satisfaction Significantly exceeded subcontractor goals Minor changes implemented at no cost Limited and timely change proposals	Professional - responsive Exceeded expectations User satisfaction Exceeded subcontractor goals Limited and timely change proposals	Professional - reasonably responsive Met expectations Adequate user satisfaction Met subcontractor goals Reasonable change proposals	Less professionalism and responsiveness Low user satisfaction No attempts to improve relations Unsuccessful meeting subcontractor goals Unnecessary and untimely change proposals	Delinquent responses - lacks cooperative spirit Unsatisfied user Unable to improve relations Significantly under subcontractor goals Excessive unnecessary change to correct poor mgmt. Significant + untimely change proposals



APPENDIX F - Certificate of Performance - Individual Ratings - Criteria Rating Grid

(MPIS-R3 and PS-R4)

The following evaluation guide is for Client References to reflect on vendor performance.

Criteria	Past Performance Evaluation Grid – Exceptional, Very Good, Satisfactory, Marginal and Unsatisfactory				
	Exceptional – Overview Multiple exceptional events, or a single material event No significant weaknesses	Very Good – Overview A significant event of benefit No significant weaknesses identified	Satisfactory – Overview Only minor problems or major problems recovered without impact. No significant weaknesses identified Key principle - contractors will not be lower than Satisfactory solely for not going beyond the requirements	Marginal – Overview Identify a significant event in each category and state the impact Reference mgmt. tools used to notify the contractor of the contractual deficiencies (e.g., quality, safety, or environmental deficiency reports, or letters)	Unsatisfactory – Overview Multiple significant events or single material event, state customer impact. Reference mgmt. tools used to notify the contractor of the contractual deficiencies (e.g., quality, safety, or environmental deficiency reports, or letters)
Reliability: How reliably do you think this company follows through on its commitments?	Met all reliability requirements Exceeded 20 % or more Minor problems - highly effective corrective actions Improved reliability results	Met all reliability requirements Exceeded 5% or more Minor problems - effective corrective actions	Met all reliability requirements Minor problems - satisfactory corrective actions	Some reliability requirements not met Serious reliability problems - Ineffective corrective actions	Most reliability requirements not met Recovery not likely
Project Cost: How closely did your final total costs correspond to your expectations at the beginning of the transaction?	Significant reduction overall cost/price Meets all contract requirements Reduced cost estimates, 10% or more Use of value engineering – et al. Quickly resolved cost issues Highly effective correction facilitated cost reduction	Reduction in overall cost/price Meets all contract requirements Reduced cost estimates, 5% or more Use of value engineering – et al. Quickly resolved cost issues Effective correction facilitated cost reduction	Met cost/price estimates Met all contract requirements Use of value engineering – et al. Resolved cost issues Effective correction kept overall expenditures within limits	Did not meet cost/price estimates Inadequate corrective action plans No innovative techniques to bring overall expenditures within limits	Significant cost overruns Not likely to recover cost control
Order Accuracy: How well do you think the product/service delivered matched your order specifications and quantity?	Significantly exceeded order accuracy requirements - all accurate and on-time Many order benefits identified (volume discounts, alternate items for out stock, reserved items) Quickly resolved order issues Highly effective corrective actions	Accurate Orders Some order benefits identified (volume discounts, alternate items for out stock, reserved items) Resolved inaccuracy issues Effective corrective actions.	Accurate orders Minor problems Did not affect delivery schedule	Some inaccurate orders No corrective actions	Many inaccurate orders Negative cost impact - loss of capability Ineffective corrective actions Not likely to recover
Delivery and Timelines: How satisfied do you feel about the timelines of the product/service delivery?	Significantly exceeded delivery requirements - all on-time Many early beneficial deliveries Quickly resolved delivery issues Highly effective corrective actions	On-Time deliveries Some early beneficial deliveries Resolved delivery issues Effective corrective actions.	On-time deliveries Minor problems Did not affect delivery schedule	Some late deliveries No corrective actions	Many late deliveries Negative cost impact - loss of capability Ineffective corrective actions Not likely to recover
Quality: How satisfied do you feel about the quality of the product/services provided by this company?	Met all performance requirements Exceeded 20 % or more Minor problems - highly effective corrective actions Improved performance/quality results	Met all performance requirements Exceeded 5% or more Minor problems - effective corrective actions	Met all performance requirements Minor problems - satisfactory corrective actions	Some performance requirements not met Serious performance problems - Ineffective corrective actions	Most performance requirements not met Recovery not likely



Table Continued from Previous Page

Past Performance Evaluation Grid – Exceptional, Very Good, Satisfactory, Marginal and Unsatisfactory					
Criteria (Cont'd)	Exceptional – Overview	Very Good – Overview	Satisfactory – Overview	Marginal – Overview	Unsatisfactory – Overview
	Multiple exceptional events, or a single material event No significant weaknesses	A significant event of benefit No significant weaknesses identified	Only minor problems or major problems recovered without impact. NO significant weaknesses identified Key principle - contractors will not be lower than Satisfactory solely for not going beyond the requirements	Identify a significant event in each category and state the impact Reference mgmt. tools used to notify the contractor of the contractual deficiencies (e.g., quality, safety, or environmental deficiency reports, or letters)	Multiple significant events or single material event, state customer impact. Reference mgmt. tools used to notify the contractor of the contractual deficiencies (e.g., quality, safety, or environmental deficiency reports, or letters)
Business Relations: How easy do you think this company is to do business with?	Highly professional – responsive and proactive Significantly exceeded expectations High user satisfaction Significantly exceeded subcontractor goals Minor changes implemented at no cost Limited and timely change proposals	Professional - responsive Exceeded expectations User satisfaction Exceeded subcontractor goals Limited and timely change proposals	Professional - reasonably responsive Met expectations Adequate user satisfaction Met subcontractor goals Reasonable change proposals	Less professionalism and responsiveness Low user satisfaction No attempts to improve relations Unsuccessful meeting subcontractor goals Unnecessary and untimely change proposals	Delinquent responses - lacks cooperative spirit Unsatisfied user Unable to improve relations Significantly under subcontractor goals Excessive unnecessary change to correct poor mgmt. Significant + untimely change proposals
Personnel: How satisfied do you feel about the attitude, courtesy, and professionalism of this company's staff?	Highly positive attitude, highly courteous Professional - Responsive Proactive Significantly exceeded expectations High user satisfaction Significantly exceeded subcontractor goals Minor changes implemented at no cost Limited and timely change proposals	Positive attitude, courteous, professional - responsive Exceeded expectations User satisfaction Exceeded subcontractor goals Limited and timely change proposals	Positive attitude, courteous, professional - reasonably responsive Met expectations Adequate user satisfaction Met subcontractor goals Reasonable change proposals	Less positive attitude, less courteous Professional and responsive Low user satisfaction No attempts to improve relations Unsuccessful meeting subcontractor goals Unnecessary and untimely change proposals	Negative attitude, not courteous, lacks professionalism Delinquent responses - lacks cooperative spirit Unsatisfied user Unable to improve relations Significantly under subcontractor goals Excessive unnecessary change to correct poor mgmt. Significant + untimely change proposals
Customer Support: How satisfied do you feel about customer support you received from this company?	Highly professional - responsive and proactive Significantly exceeded expectations High user satisfaction Significantly exceeded subcontractor goals Minor changes implemented at no cost Limited and timely change proposals	Professional - responsive Exceeded expectations User satisfaction Exceeded subcontractor goals Limited and timely change proposals	Professional - reasonably responsive Met expectations Adequate user satisfaction Met subcontractor goals Reasonable change proposals	Less professionalism and responsiveness Low user satisfaction No attempts to improve relations Unsuccessful meeting subcontractor goals Unnecessary and untimely change proposals	Delinquent responses - lacks cooperative spirit Unsatisfied user Unable to improve relations Significantly under subcontractor goals Excessive unnecessary change to correct poor management Significant + untimely change proposals
Responsiveness: How responsive do you think this company was to information requests, issues, or problems that arose in the course of the transaction?	Highly professional - responsive and proactive Significantly exceeded expectations High user satisfaction Significantly exceeded subcontractor goals Minor changes implemented at no cost Limited and timely change proposals	Professional - responsive Exceeded expectations User satisfaction Exceeded subcontractor goals Limited and timely change proposals	Professional - reasonably responsive Met expectations Adequate user satisfaction Met subcontractor goals Reasonable change proposals	Less professionalism and responsiveness Low user satisfaction No attempts to improve relations Unsuccessful meeting subcontractor goals Unnecessary and untimely change proposals	Delinquent responses - lacks cooperative spirit Unsatisfied user Unable to improve relations Significantly under subcontractor goals Excessive unnecessary change to correct poor management Significant + untimely change proposals

APPENDIX G - Level of Understanding & Completeness Criteria Rating Grid

(MPIS-R4, R5 and R6, and PS-R5)

The following evaluation guide reflects Respondent's understanding and completeness of requirements.

Level of Understanding and Completeness	Description
EXCEPTIONAL understanding / completeness	<p>Respondent demonstrates excellence in their degree of understanding and completeness in their response to the requirement.</p> <p>Proposal:</p> <ul style="list-style-type: none"> • has exceeded expectations for the requirement; • provided a level of detail beyond expectations; • demonstrated strengths, no errors, weaknesses or omissions; • where applicable, has tailored all responses to the Project; and/or • highly consistent with the remainder of the Respondent's proposal.
COMPREHENSIVE understanding / completeness	<p>Respondent demonstrates a high degree of understanding and completeness in their response to the requirement.</p> <p>Proposal:</p> <ul style="list-style-type: none"> • has fully addressed the requirement; • provided a significant level of detail; • some minor errors, risks, weaknesses or omissions, which may be acceptable as offered; • where applicable has tailored the majority of its responses to the Project; and/or • is consistent with the remainder of the Respondent's proposal.
ADEQUATE understanding / completeness	<p>Respondent demonstrates an expected degree of understanding and completeness in their response to the requirement.</p> <p>Proposal:</p> <ul style="list-style-type: none"> • has generally addressed the requirement; • provided an acceptable level of detail; • some errors, risks, weaknesses or omissions, which can be corrected/overcome with minimal effort; • where applicable, has some minor tailoring of its responses to the Project; and/or • is consistent along with some minor inconsistency with sections of the Respondent's proposal.
Marginal understanding / completeness	<p>Respondent demonstrates a limited degree of understanding and completeness in their response to of the requirement.</p> <p>Proposal:</p> <ul style="list-style-type: none"> • has partially addressed the requirement; • has provided a minimal level of detail; • some errors, risks, weaknesses or omissions, which are possible to correct/overcome with a material effort; • where applicable, has minimal tailored its responses to the Project; and/or • has some consistency along with some major inconsistency with sections of the Respondent's proposal.
INSUFFICIENT understanding /completeness	<p>Respondent demonstrates a highly limited to no degree of understanding and completeness in their response to the requirement.</p> <p>Proposal:</p> <ul style="list-style-type: none"> • has not addressed the requirement; • has not provided a sufficient level of detail; • numerous errors, risks, weaknesses or omissions, which are very difficult to correct/overcome and make acceptable; • where applicable has not tailored its response to the Project; and/or • is almost entirely or completely inconsistent with the remainder of the Respondent's proposal.