

**RETURN BIDS TO :**

**RETOURNER LES SOUMISSIONS À:**

Shared Services Canada | Services partagés Canada  
 Julie.bampton@ssc-spc.gc.ca

**REQUEST FOR PROPOSAL**

**DEMANDE DE PROPOSITION**

**Proposal To:** Shared Services Canada  
 We hereby offer to sell to His Majesty the King in right of Canada, in accordance with the terms and conditions set out herein, referred to herein or attached hereto, the goods, services, and construction listed herein and on any attached sheets at the price(s) set out thereof.

**Proposition aux:** Services partagés Canada  
 Nous offrons par la présente de vendre à Sa Majesté la Reine du chef du Canada, aux conditions énoncées  
**Instructions : See Herein**

ou incluses par référence dans la présente et aux annexes ci-jointes, les biens, services et construction  
**Instructions: Voir aux présentes**  
 énumérés ici sur toute feuille ci-annexées, au(x) prix indiqué(s)

*Comments - Commentaires*

**This document contains a Security Requirement**

**Vendor/Firm Name and address**  
 Raison sociale et adresse du fournisseur/de l'entrepreneur

**Issuing Office – Bureau de distribution**

*Shared Services Canada – SA Authority*  
 Enterprise IT Procurement  
 Internal Digital Services Procurement  
 99 Metcalfe Street  
 Ottawa, Ontario K1G 4A8

<b>Title – Sujete</b> Service Desk Professional Services - Enterprise Service Desk, End User Service Desk and Enterprise Command Centre/ Bureau de service d'entreprise , Bureau de service des utilisateurs finaux, Centre de commande d'entreprise	
<b>Solicitation No. – N° de l'invitation</b> R000166971	<b>Date</b> July 9, 2024
<b>AMENDMENT</b>	<b>09</b>
<b>Client Reference No. – N° référence du client</b> R000166971	
<b>CanadaBuys Reference No. – N° de reference de SEAG</b> R000166971	
<b>File No. – N° de dossier</b> R000166971	
<b>Solicitation Closes – L'invitation prend fin at – à 2 :00 PM on – le 19-July-2024</b>	
<b>Time Zone Fuseau horaire</b> Eastern Time	
<b>F.O.B. - F.A.B.</b> <b>Plant-Usine:</b> <input type="checkbox"/> <b>Destination:</b> <input type="checkbox"/> <b>Other-Autre:</b> <input type="checkbox"/>	
<b>Address Inquiries to : - Adresser toutes questions à:</b> Julie Bampton	<b>Buyer Id – Id de l'acheteur</b> C09
<b>Telephone No. – N° de téléphone :</b> 613-790-5915	<b>FAX No. – N° de FAX</b> 613-948-0990
<b>Destination – of Goods, Services, and Construction:</b> <b>Destination – des biens, services et construction :</b> See Herein	
<b>Delivery required - Livraison exigée</b> See Herein	<b>Delivered Offered – Livraison proposée</b>
<b>Vendor/firm Name and address</b> Raison sociale et adresse du fournisseur/de l'entrepreneur	
<b>Facsimile No. – N° de télécopieur</b> <b>Telephone No. – N° de téléphone</b>	
<b>Name and title of person authorized to sign on behalf of Vendor/firm (type or print)-</b> <b>Nom et titre de la personne autorisée à signer au nom du fournisseur/de l'entrepreneur (taper ou écrire en caractères d'imprimerie)</b>	
<b>Signature</b>	<b>Date</b>

Q&A

AMENDMENT 9

#	Question	Answer
73	<p>Section 5.1 of the SOW – Transition In Plan                      Considering that SSC may request changes to the Service Provider Proposed Final Transition Plan, can the resulting contract be amended to provide that the Service Provider may adjust its Transition In Charges as a result of the changes requested by SSC to the plan.</p>	<p>Any changes to the scope of contracted services post contract award will be handled through the normal contract change process</p>
74	<p>Transition Services at End of Contract Period (Section 7.24 of resulting contract).                      Considering that (a) the resulting contract and statement of work do not set out specific tasks relating to transition out services, and (b) the proposed rates are to be all inclusive, we respectfully request that SSC amend section 7.24 to provide that a task authorization will be issued to describe the transition out services and that fees associated with such services will be set out in the TA</p>	<p>There will be no additional costs for transition out. The vendor will ensure that the services transitioning out upon contract closure are completed with limited service impact to the next service provider.</p>
75	<p>Missed SLAs                      There are several provisions in the resulting contract and statement of work that allows SSC to modify the service delivery (e.g., adding new accessibility requirements, changing the ITSM tools, expansion of contact channels, etc.).                      However, Appendix E – Service Level Description does not contain language that states that the Service Provider will not be responsible for Service Level Failure to the extent such Service Level Failure is attributable to certain events (a) actions or omissions of Canada, its agents, other suppliers or users; (b) and Excusable Delay; (c) Causes outside of the Service Provider’s control or beyond its contracted scope; (d) Canada-directed service or resource reductions or reprioritizations; (e) Canada changes not communicated and agreed to; (f) failure to maintain product currency, including inadequate or foregone maintenance windows; and (f) pre-existing or exposures that Canada has not corrected.                      Would SSC kindly amend Appendix E to add relief language for these types of events?</p>	<p>It is anticipated that the category of SLAs (Staffing, CSAT and Quality Assurance) in this engagement will not be unduly impacted by the indicated events; however, SSC will make the following change.</p> <p>Addition to Appendix E and Appendix I to Annex A - 2.4.1 Service Level Credits:</p> <p>Credit(s) will be payable at SSC's sole determination. SSC may waive credit(s) otherwise due where, at SSC's sole discretion, it has been determined that events beyond the control of the Service Provider have prevented it from otherwise achieving the SLA target(s).</p>
76	<p>As part of Appendix A: Statement of Work, within Appendix H – Financial Responsibilities Matrix, under section 1. Financial Responsibilities, it is noted that the Service</p>	<p>Costs associated with the Physical Facility should be incorporated into the Facility Base Charges proposed in PART B of Attachment 3.1 - Pricing Tables. All other costs should be</p>

	<p>Provider is responsible for the following items: Workforce Management Tools; Cubicle/chair; all facilities costs (such as security accreditation, cost to meeting DR and BCP requirements, leasehold improvements, etc.); personnel reimbursement related to work from home; stationary; Internet connectivity; personnel costs related to recruitment, security clearance, training, etc.; and all transition related costs.</p> <p>Can the Crown please confirm that these Service Provider responsibilities should be reflected as costs in bidders submitted Pricing Tables?</p>	<p>incorporated into the Resource Base Charges proposed in PART A of attachment 3.1 - Pricing Tables. These costs should not be separately identified in the pricing tables. See the Instruction tab for details.</p>
77	<p>We understand that there is an incumbent currently delivering the Service Desk Professional Services for Shared Services Canada and as a result, should they continue supporting the services, they could do so without incurring significant Capital Costs (i.e., Transition Charges). In order to promote fair competition as part of this request for proposals and remove a material advantage to the incumbent, would SSC consider removing up to \$1 million from non-incumbents Transition Charges for the Financial Evaluation? This would allow for a more fair and competitive procurement.</p>	<p>SSC will not be making normalization adjustments to the bidder's transition costs.</p>
78	<p>The Transition Charges in Appendix C does not provide in scope transition requirements for the Enterprise Command Centre and Incident Management/Coordination. Could SSC provide clarification on the transition responsibilities related to the ECC and IM, if any for vendors?</p>	<p>Transition responsibilities of the Service Provider's for ECC and IM are limited to identification and deployment of qualified resources in a timely manner.</p>

AMENDMENT 8

#	Question	Answer
68	<p>The RFP document (titled: RFP – R000166971A1-Service Desk Professional Services.pdf) is marked as “Protected A / Protégé A”. The SOW document (titled: “Annex A Statement of Work.pdf”) is marked “Unclassified - Non classifié”). From our understanding, when documents have a Protected A marking, only individuals with a reliability status clearance are permitted to view such documents. However, the RFP document was posted the Canada Buys site for anyone to download. On that basis, can SSC confirm that the RFP document is not a ‘Protected A’ document and can be viewed by individuals that do not hold a reliability status clearance?</p>	<p>The documents are not a Protected A and are Unclassified.</p>

69	Page 38 to 44 of the RFP document contain provisions dealing with service level agreements. Similar provisions are also found at page 77-84 of the SOW. Can SSC please confirm which provisions we should be reviewing? We kindly request that the provisions that are not applicable be deleted.	Appendix E and Appendix I are the same. Subsection (d) of 7.15 Priority of Documents of the RFP document states: "All appendixes to Annex A in order of appearance". Accordingly, in the event of discrepancy, Appendix E will hold priority over Appendix I.
70	In response to your responses to question 54 and 65, please clarify what is meant by a Facility Security Clearance for the supplier's facility. Pursuant to the Contract Security Manual, a facility security clearance (FSC) is granted to an organization not to a space.	The facility security clearance is granted to an organization based on the address of that organization.
71	Last Row of Section 5.7 of Annex A (Statement of Work) (p. 20 of 104) and Table 28 – Financial Responsibilities Matrix of Appendix H ( Financial Responsibility Matrix) (page 103 of 104): The Statement of Work and Appendix H notes that the Service Provider must bear the cost of reimbursing its resources associated costs including, but not limited to, hydro, space, internet etc. Please confirm that the purpose of these statements is to note that the SSC will not be responsible for these associated costs and the Service Provider may determine, at its sole discretion, how it will compensate their resources to work remotely. As such, we respectfully request that these sections be deleted and replaced with a simple statement that SSC will not be responsible for any associated costs for the Service Provider's resources working remotely.	Revision to Section 5.7 of the SOW (Annex A) SERVICE PROVIDER column : Must <del>bear the cost of reimbursement to personnel for</del> all costs associated <del>costs with personnel working remotely from home</del> including, but not limited to, hydro, space, internet etc. (see ANNEX A SOW: Appendix H Financial Responsibilities Matrix)  Revision to Table 29: Financial Responsibilities Matrix of APPENDIX H FINANCIAL RESPONSIBILITIES MATRIX of the Sow (Annex A): [In the event of personnel working remotely from home] <del>reimbursement to personnel for all</del> associated costs including, but not limited to, hydro, space, internet etc.

AMENDMENT 7

#	Question	Answer
66	<u>Section 7.15 – Priority of Documents:</u> Section 7.4 states that SACC 4006 and SACC 4008 forms part of the resulting contract. However, these supplemental conditions are not listed in Section 7.15 – Priority of Documents. Would SSC please update section 7.15 to identify these supplemental conditions and advice where they fall within the priority?	List has been updated accordingly. Delete 7.15 Priority of Documents Insert: revised 7.15 Priority of Documents (a) the Articles of Agreement; (b) the general conditions 2035 2022-12-01, General Conditions - Higher Complexity - Services; (c) <b>4006 2010-08-16, apply to and form part of the Contract.</b> (d) <b>4008 , Supplemental General Conditions – Personal Information</b> (e) Annex A, Statement of Work; (f) All Appendixes to Annex A in order of appearance (g) Annex B, Basis of Payment;

		<p>(h) Annex C, Security Requirements Check List</p> <p>(i) the Contractor's bid dated _____ (insert date of bid)</p>
67	<p>Section 6 of Appendix J and Appendix N: The contractor is required to sign and submit with each quotation in response to a Task Authorization request (TA) a disclosure form (Appendix N). The form requires the contractor to disclose to Canada the name of other customers that the resource may be working on concurrently with the work that would be performed under the TA. Contractors are typically under confidentiality obligations with their customers which do not allow them to disclose to third parties (in this case to Canada) information such as the work that is being performed by their resources. In some cases, the existence of the contract itself is subject to a confidentiality obligations. In fact, contracts issued by CSE and CSIS often contain that type of obligation. We respectfully request that Appendix M and Appendix N be amended to specify that the full disclosure obligations do not apply if the disclosure resulted in the contractor breaching its confidentiality obligations to third parties. Canada could amend the form to indicate that in such cases, the contractor is only required to identify that the resources may be performing services for other customers concurrently with the work to be performed under the TA without disclosing the detail (e.g., name of contractor, employer, customer; description of work, etc.).</p>	<p>SSC has updated Appendix N to Annex A to provide the following additional statement:</p> <p><b>Should the disclosure breach third party confidentiality obligations, the contractor must identify that the resources may be performing services for other customers but confirming that those will not conflict with the time required for the resource to work and charge under this contract. If any of the work relates to the Government of Canada or could have a potential or perceived conflict of interest the resource will disclose the details of the work to the Contracting Authority prior to starting work with SSC.</b></p>

AMENDMENT 6

#	Question	Answer
55	Please confirm what named resources and associated resumes are required for the RFP response.	Resumes of named resources are not required.
56	Can Transition-In team members be resources other than ones outlined for steady state delivery? If so, please confirm bilingual and clearance requirements for Transition-In Service Provider resources.	Yes, transition-In team members can be resources other than "In Scope Resources" required for steady state delivery. These resources will not have to be bilingual; however, they will require the following security clearance: Reliability Status.

57	When is the expected Transition Start Date and can it be assumed that transition-in activities with the incumbent must be completed by June 12th 2025 (incumbent's contract end date)?	See response to 22.
58	Regarding 'The Total Estimated # of Resources Required (per year)' and with reference to the Volumetric Data being purely for information purposes - can the bidder assume from a resource planning perspective that the number of resources post-award will be comparable (e.g. within +/-10%) of what is provided in the RFP?	Yes, SSC will provide a resource forecast identifying the target number of agents and administrators for upcoming months on a three month rolling basis. The target number of agents and administrators will not vary more than 5% (with certain exceptions) from one month to the next. The first two months of the three month rolling forecast will be locked once SSC has provided it to the Service Provider.
59	Is your Knowledge Base integrated with the ticketing tool? How often are they updated, curated, and retired?	The Knowledge Base for the ESD is integrated into the primary ITSM tool in use, whereas for the EUSD it is not. Both the ESD and EUSD follow ITIL best practices for the management of Knowledge Base articles. Frequency of updated, curated, and retired articles vary, but numerous articles are maintained on a regular basis.
60	In the RFP, it is stated that multiple ITSM tools are used. Can you provide the top 3 ITSM tool being used by EUSD and ESD?	Current tool(s) in use by the ESD is BMC Remedy, and for the EUSD are OpenText Service Management (SM9), and Service Management Automation (SMAX).
61	Please elaborate the best practices being followed in end user services space, e.g., are there any automation, self-help initiatives (like SSPR, Virtual Agents etc.) implemented in the current setup? Kindly provide details along with maturity and user adoption levels, future roadmap, etc.	SSC is currently piloting a Service Catalogue offerings and a Chatbot service on the EUSD.
62	Is there any priority support (white glove, VIP support) that the Service Desk provides today?	The current Service Desk services does not provide any priority support such as white glove, or VIP support.
63	What is the current telephony platform and can SCC confirm it will support the Distributed Workforce (DW) strategy.	Hosted Contact Centre Service (HCCS) is a cloud-based Telephony Platform currently in use by SSC. This current telephony platform will support a Distributed Workforce (DW) strategy.
64	<p><u>Section 5.18 of the SOW (Annex A):</u></p> <p>a. The first sentence of the second row of the table under section 5.18 states that “<i>The Service Provider must not utilize its Information Technology systems to electronically process, produce or store Protected B information unless the CISD/PSPC has approved its use</i>”. However, section 2.5 of the SOW states that “<i>The security authority of SSC acknowledges and accepts all</i></p>	<p>1. a. It is anticipated that the Service Provider will not be required to process, produce or store Protected B information on the Service Provider's IT infrastructure.</p> <p>Please refer to Section 7.5 Security Requirement in the RFP document. The Section 7.5 Security Requirement doesn't have the ""Document Safeguarding"" requirement in the clauses.</p> <p>1. b. Agreed.</p>

	<p><i>associated security risks and as such the Contract Security Program (CSP) will not conduct any inspections related to Digital Security Controls (DSC/IT) for this contract.”</i></p> <p>Please confirm the role of the CSP and whether there will be a need for the Service Provider to utilize its IT systems to electronically process, produce or store Protected B information. Typically, this clause is included in contracts when the contract does require the use of the Service Provider’s IT system.</p> <p>b. The second sentence of the second row of the table under section 5.18 has the following text crossed out and in red: <del>”including an IT link up to the level of Protected B”</del>. Please confirm that this text should be deleted in order for it to be consistent with the Security Requirements Check List, Section 7.5 of Part 7 of the RFP and Section 2.5 of the SOW?</p>	<p><u>Revision to Section 5.18 of the SOW (Annex A) - Second row :</u></p> <p>The Service Provider must not utilize its Information Technology systems to electronically process, produce or store Protected B information unless the CISD/PSPC has approved its use. After approval has been granted or approved, these tasks may be performed up to the level of Protected B, <del>including an IT link up to the level of Protected B</del> (see ANNEX A SOW Section 2.5 Security Requirements).</p>
<p>65</p>	<p>Security Requirements for the Service Provider Facility – First Row of Table under Section 2.1 of SOW: Please confirm that the Service Provider Facility will not need to be an operations zone pursuant to the Contract Security Manual? Assuming that SSC confirms that the Facility will not require to be an “operations zone”, please delete item iv. Valid Facility Security Clearance of the table under Section 5.6 (Facilities) of the SOW. If SSC determined that it will not delete iv., please confirm that is intended by this requirement.</p> <p>SERVICE PROVIDER Service Provider Facility must meet minimum requirements established in ANNEX A SOW Section 2.1.1, including:</p> <ul style="list-style-type: none"> <li>i. Facilities must be located in Canada with a minimum of one facility located in a major metropolitan area;</li> <li>ii. 80 agent workspaces* and 10 non-agent workspaces;</li> </ul>	<p>SSC will not delete item iv. Valid Facility Security Clearance of the table under Section 5.6 (Facilities) of the SOW.</p> <p>The service provider facility proposed will have to obtain a Facility Security Clearance as specified in the Security Clauses. See QA #54.</p>

	<p>iii. Training, rooms meeting rooms, and common areas as deemed necessary by the Service Provider;</p> <p>iv. Valid Facility Security Clearance;</p> <p>v. LEEDS Certification; and</p> <p>vi. Compliance with Government of Canada requirements</p> <p>* where the Service Provider’s proposed Transition Plan (see Attachment 4.1 Technical Criteria) has a temporary workspace requirement in excess of those stated in this section, the Service Provider will be required to provision such temporary workspace requirements at their own cost.</p>	
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AMENDMENT 5

#	Question	Answer
29	<p>With regard to Annex A, Section 6.1 EUSD In-Scope Resource Requirements, understanding that we asked for volumes relating to Service Request, Incidents, Calls, Chats, Emails in previous submitted questions, can SSC also provide current inbound contact trends per hour for last 3 months to help determine expectations for average load per day?</p>	<p>As per our response to Question 11, SSC will not be providing volumetric information to bidders. Bidders are requested to prepare their proposals using the staffing levels provided by SSC.</p>
47	<p>Regarding: MR1, MR2, and RR1</p> <p>We understand it is the Crown’s intention to validate the bidder’s previous experience as it relates to MR1, MR2, RR1, and specifically Form 2 and Form 3.</p> <p>In Amendment 1, Q&amp;A #1, the Crown stated that Form 2 and 3, “must be completed and signed by a Primary or Backup Contact who is a representative of the Client Organization at the time of signing.” Due to the requirement of representatives having to be with the company at the time of signing, the Crown is eliminating qualified persons that can validate the work performed.</p> <p>Here are some reasons we feel that former employees would be just as suited to validate the reference:</p> <ul style="list-style-type: none"> <li>• Former employees can often provide better insights as they were directly</li> </ul>	<p>SSC will not be changing the Client references.</p>



	<p>involved in the project, managed the transition, and supervised the resources performing the work</p> <ul style="list-style-type: none"> <li>• It is possible there could be no current employees with the organization that were directly involved with the referenced work</li> <li>• Current employees may be restricted from validating for competitive reasons</li> <li>• Some companies have policies that prohibit current employees from providing references or work validation</li> <li>• Companies may no longer be in existence</li> </ul> <p>As the Crown is allowing for references to be within the last 10 years, requiring only current employees to sign Form 2 and 3 unfairly restricts and undermines open and fair competition. We strongly believe it is in the best interest of the Crown to allow the use of former employees of organizations to verify the delivery of all the services for the Mandatory and Rated Technical Criterion.</p> <p><b>Question:</b> Regarding Attachment 4.1 Technical Criteria and Forms, we request that client references who are former employees of the organization be permitted to attest to Client Reference Verification Forms 2 and 3.</p>	
48	<p>SRCL, Part B, page 72/83</p> <p>The SRCL Part B on page 72 of 83 indicates both enhanced reliability and secret. Can SSC provide a breakdown of who is expected to be secret and who is expected to be enhanced reliability.</p>	<p>Currently only ECC requires Secret clearance.</p>
49	<p>Annex A, page 43</p> <p>Our understanding is as stated in Annex A on page 43 that all "ECC resources must obtain Level II Secret Government of Canada security clearance and maintain Level II Secret security clearance for the duration of their employment. "The ECC requires 100% Secret security clearance for its resources."</p> <p>Please confirm the ECC is the portion requiring secret clearance.</p>	<p>Correct.</p>
50	<p>Attachment 4.1</p> <p>Form 2 - Client Reference Verification for Mandatory Technical Criteria indicates that 1 form must be submitted for each required reference. Can SSC please confirm that the same</p>	<p>MR1 requires that the customer provide two ""Referenced Contracts"" meeting the criteria described in MR1(a) through (d). As MR2 specifically refers to ""Each Referenced Contract"", MR2 relates to the same customer references provided in MR1.</p>

	<p>references are to be used to satisfy both MR1 and MR2?</p>	<p>Note: Form 2 has sections for MR1 and MR2. Bidder's should be completing a total of two (2) Form 2s.</p> <p><u>Revision to Attachment 4.1 - Technical Criteria - MR2 :</u></p> <p>The bidder must demonstrate that they currently provide or previously provided services and positions within the Referenced Contracts (in MR1) that meet a minimum quantity, and are sufficiently similar in nature to those services described in Annex A – Statement of Work.</p>
51	<p>Attachment 4.1 Attachment 4.1 indicates MR1 and MR2 and asks for the Form 2 Client Reference Verification for Mandatory Technical Criteria and submit one form for each required reference. Can SSC please confirm that for both MR1 and MR2 the bidder must have been the Prime contract holder for the indicated services as detailed in MR1 subsection (a).</p>	<p>Yes. See QA #50.</p>
52	<p>Amendment 1, question 4 Amendment 1 question 4 answer states; “The resources in the current contract services are not covered under Government of Canada collective agreement.” Our assumption is the resources are not covered under the Government of Canada collective agreement because they are not government employees. However, our understanding is the current resources are part of the PSAC Union. Could Canada confirm?</p>	<p>Yes. It is correct.</p>
53	<p>Attachment 4.1 Can Canada please confirm that for MR1 and MR2 the bidder must have been the Prime contract holder?</p>	<p>Yes. See QA #50.</p>
54	<p>In regards to MR4 – Service Provider Facility – the Bidder must demonstrate that it holds a valid Government of Canada Facility Security Clearance at the level of Secret issued by PSPC. The Evaluation Criteria indicates the following “ For greater certainty, the valid Facility Security Clearance referred to in Section 4 may not be the same as the service provider facility proposed in Section 1 through 3. In that instance, upon contract award, the bidder will work expeditiously to obtain a Facility Security</p>	<p><u>Revision to MR4:</u></p> <p>For greater certainty, the valid Facility Security Clearance referred to in MR4 (d) may not be the same as the service provider facility proposed in MR4 (a) through (c). In that instance, upon contract award, the bidder will work expeditiously to obtain a Facility Security Clearance for the service provider facility proposed in MR4 (a) through (c).</p>

	<p>Clearance for the service provider facility proposed in Section 1 through 3.”</p> <p>It is unclear what the section references (Section 4 vs Section 1-3) are in regards to the FSC. Can SSC please clarify the specific sections being referenced as well as the requirement for a FSC at time of bid submission vs upon contract award?</p>	

PREVIOUS AMENDMENT Q&A

AMENDMENT 4

#	Question	Answer
21	<p>With regard to Annex A, Section 5. Service Descriptions, this section details the service requirements that Proponents will be expected to incorporate into their proposal &amp; pricing. These services do not necessarily reflect what or how services are currently delivered by the current SP. Are there many services that vary from what the current provider offers? How will that knowledge transfer be accomplished for services described in the RFP that differ?</p>	<p>The services described in this RFP are not different from what is currently provided by the incumbent service provider. This statement primarily establishes how SSC expects services to be delivered going forward vs how they are currently being delivered, and in that instance we would highlight that "knowledge transfer" would not be desirable in that context.</p>
22	<p>With regard to Annex A, Section 5. Service Descriptions, the contract with the current Service Provider is set to expire in Spring of 2025. Could you specify which month if possible and clarify if you are expecting a Go-Live at that time (i.e.: the transition would have occurred before Spring 2025) or the start of the transition?</p>	<p>It is anticipated the contract will be awarded in early 2025 with transition commencing at that time. Go Live will occur at the end of Transition which should be completed no later than June 12, 2025 (expiry date of the current).</p>
23	<p>With regard to Annex A, Section 5.1 Transition-In, must ensure key resources are available on a full time basis from the first day of the Transition-In Period, and for a minimum of 6 months following the end of the Transition-In Period. The statement implies that the resources cannot be moved to another mandate internally to the SP within the first 6 months. Is this assumption correct and does this imply further availability such as no vacation and planned time off during the first 6 months? Finally, could SSC please confirm if “key resources” refers to In Scope Resources listed for ESD and EUSD?</p>	<p>Key Resources would be resources engaged by the Service Provider to plan, manage and execute its proposed Transition Plan (see Attachment 4.1 - Technical Criteria) and does not refer to In Scope Resources. SSC expects that key resources will not be moved to another mandate internally to the Service Provider until such time as all transition activities are complete and accepted by SSC.</p>
24	<p>With regard to Annex A, Section 5.3 Recruiting, SSC will provide resource forecast on 3 month rolling basis; monthly staffing levels within the forecast will not vary more than 5% (with exception) from month-to-month for each Tak Authorization. Can you confirm how many</p>	<p>None.</p>

	exceptions occurred over the last 12 months rolling?	
25	With regard to Annex A, Section 5.5 Training, SP to develop and maintain training documentation / SSC to provide SP all info necessary to develop training documentation, policy guides, reference manuals, procedures and support scripts necessary. Will existing training documentation (onboarding) be provided by SSC as well as / or will direct training activities be supplied by current provider or SSC during the transition?	SSC will provide existing training documentation and will assist Service Providers in understanding requirements (i.e. "train-the-trainer"). Service Providers will be responsible for training all transition resources.
26	With regard to Annex A, Section 5.14 Resource Performance Assurance, Team Lead to perform a quality assurance review for every call, based on call-back to the end user to confirm satisfaction. Section 2.1.1 Formal Audit stipulates an average of 6 calls per month by Desk assessed by the Quality Assurance Analysts and Section 2.1.2 Ancillary Audits suggests 6-8 calls per Desk (depended on probationary period or not). Does "every call" refer to the volume of audited calls mentioned in the above sections and not "every call" received by the Service Desk?	Correct. "Every Call" refers to the volume of audited calls (and not "every call").
27	With regard to Annex A, Section 5.15 Workforce Management, provide Workforce Management Tools, based on section 3.1.1, our interpretation is that SSC's HCCS will connect to the SP ACD system (not only PBX) which enables us to leverage internal WFM tool for scheduling / staffing level optimization. Can SSC please confirm that SP agents are not expected to login/connect in HCCS directly?	Vendor will not provide any tools or technologies. HCCS (or it's replacement in the future) is the telephony platform that Service Desk agents must login/connect in directly.
28	With regard to Annex A, Section 5.15 Workforce Management, provide the capacity to increase staffing levels to handle unexpected call volume spikes. Is SSC expecting the SP to have additional resources other than the ones specified in the RFP available to handle unexpected volumes (from other service provider accounts for example) or does this statement only specify that the SP should have processes to move non-call handling resources on this account to calls to address volume spikes if required?	SSC would anticipate that unexpected call volume spikes would be handled by in scope resources (i.e. not from other service provider accounts) through, but not limited to, the following: 1. move non-call handling resources (e.g. request fulfilment / team lead / trainer etc.) to calls; 2. bring resources in on days off; and 3. extend normal 7.5 hour day (start early / leave late).
29		
30	With regard to Annex A, Section 4.1 IM In-Scope Resource Requirements, Table 6 IM 1.0 Incident Co-ordination ESD Level 1.5 / Senior Service Desk agent, Baseline Quantity 10 suggests this role resides in the ESD Service Desk, but is not identified in section 6.2, Table 4 ESD In-Scope Resource Requirement. Are the 10 listed in Table 6 above & beyond the 15 ESD Senior Service Desk agents in Table 4?	Correct.

<p>31</p>	<p>With regard to Appendix E Service Levels – Table 16, is it reasonable for us to deduce from 8.1 &amp; 9.0 and 8.3 &amp; 9.1 that:</p> <ul style="list-style-type: none"> <li>i. Specific to <b>calls</b>, the target average talk time is 15 minutes (without wrap time) or an AHT (average handle time) of 18 minutes <u>including</u> wrap time?</li> <li>ii. Specific to <b>chats</b>, the target average talk time is 15 minutes (without wrap time) or an AHT (average handle time) of 18 minutes <u>including</u> wrap time?</li> </ul>	<p>Correct.</p>
<p>32</p>	<p>With regard to Appendix E Service Levels – Table 17 Billable hours formula, the formula uses 7.5h per day implying FTEs are based on 37.5h weeks. Can you confirm that FTEs are based on 37.5h billable weeks for ALL Roles?</p>	<p>Per Diem rates should be based on 7.5 hour days.</p>
<p>33</p>	<p>With regard to Appendix H Financial responsibility matrix – Table 28, All personnel related costs including, but not limited to, recruitment, security clearance, training, salaries &amp; benefits, retention, severance, cost of living adjustments, travel, workplace safety (e.g. Co-Vid19 masks) &amp; insurance premium etc. Trainer’s time is billable as part of the roles requirements provided in this RFP, but does this statement imply that the trainees (for example a new agent being trained for this account) would not be billable until the training is complete?</p>	<p>Yes. For greater certainty, service providers pricing should accommodate a minimum of two (2) weeks training for in scope resources.</p>
<p>34</p>	<p>With regard to Attachment 4.1 Technical Criteria, Mandatory Requirement MR4, Service Provider Facility, the bidder must describe, in detail, how its approach to delivery location(s) and infrastructure addresses the “Facility Requirements” set out in Annex A – Statement of Work. Delivery location(s) imply the possibility of multiple locations; can the SP have 2 or more concurrent delivery locations for the same Service Desk?</p>	<p>Yes.</p>
<p>35</p>	<p>With regard to Part 7 Resulting Contract clauses, 7.19 Professional Services – General, subitem C, the Contractor must make the replacement available for work within 10 working days of the departure of the existing resource. Does available to work mean officially trained and performing tasks based on the role description or does it mean that the SP needs to provide a replacement that will be available to start training at that time?</p>	<p>The training will start upon completion of resource replacement assessment.</p>
<p>36</p>	<p>With regard to the Enterprise Command Center, can SSC please advise what the current set of monitoring and diagnostic tools being used to support the Mainframe and open systems? Are</p>	<p>ECC tools are supported by SSC and the resources will be trained accordingly.</p>

	these tools supported by SSC or 3rd party vendor?	
37	With regard to the Enterprise Command Center, can SSC please clarify who will be providing Level 2 and Level 3 support of the mainframe infrastructure? Will the SP have direct access to those support members?	This is professional services contract the resources will report to SSC staff.
38	With regard to Annex A , Section 3.2. Event Management Mainframe Function identifies the requirement for the SP to ‘support infrastructure mainframe platform’. In addition to monitoring, can SSC please elaborate on the type of support the SP will be responsible to provide?	Performing system IPL, stopping/starting CICS regions, responding to automated system alerts, start full volume backups.
39	With regard to Annex A, Section 4.1. ECC In Scope Resource Requirements; can SSC please confirm if the classification for In scope Resource Category is as follows: Junior Level 1, Intermediate Level 2 and Senior Level 3?	All Junior, Intermediate and Senior ECC positions are considered 1st level support within the SSC environment.
40	With regard to Appendix A Category Description, Section 21. ECC Event Management Senior Operator stipulates knowledge of Mainframe, Server or Network environment. i. Are the number of resources identified for ECC expected to cover all technologies or is there a specific number for network, servers, mainframe and batches? ii. As it will be difficult to have resources capable of covering all technologies, is the SP able to provide a mix of resources that together covers all technologies?	There are no specific number for network, server, or mainframe technologies.  The resources need to meet the grid which contains a mix of requirements regardless of technologies."
41	With regard to Annex A, If the ECC is a division of the Service Management Operations and Transformation (SMO&T) Directorate, would ECC resources report to SMO&T, or would ECC report to Enterprise Monitoring Support and Operations (ESMO) team (page 6 of the RFP)?	ECC reports under SMO&T.
42	With regard to Annex A, ECC is not identified in Table 9 Governance in Appendix C Governance. Is there a Governance model on how SMO&T, ESMO and ECC would work together?	Table 9 Governance in Appendix C Governance only applies to Service Desk services. ESMO is a team within ECC.
43	With regard to Part 6 Security, Financial and Other Requirements, Section 6.1 Security Requirement, as there are no resources required at the date of bid closing, could SSC please update the wording to say “At the date of Contract Award, the following conditions must be met:”?	The vendor must hold a "Secret" facility clearance at bid closing. Resource security levels will be defined at the tasking stage.
44	In Section 5.4 Education and Experience in the RFP, item a) The Bidder certifies that all the information provided in the résumés and supporting material submitted with its bid...” Whereas Appendix M to Annex A Certifications at the Task Authorization Stage implies resumes to be submitted under Task Authorization. Can SSC please confirm if there is a requirement to submit named individuals at the time of bid	This will be required at the tasking stage.

	submission or will this only be required at the Task Authorization stage?	
45	In Appendix E – Service Level Descriptions, details are provided in regards to SLOs and SLAs for ESD and EUSD; Table 16: EUSD / ESD Service Level Objectives, Table 17: EUSD Service Level Agreements, and Table 18: ESD Service Level Agreements. There are no SLOs or SLAs described for ECC. Can SSC please confirm there are no SLO/SLA measurements against ECC services provided by the SP?	There are no SLO/SLA measurements against ECC services.
46	In the Pricing Table, ESD is listed under 250 FGWDs. However in Annex A section 2.3. Operating Hours, ESD shows as operating 7/24/365. Can SSC please clarify if the number of FGWDs required for ESD services in the pricing table should be 365 as opposed to 250?	ESD after business hours coverage is minimal and it is factored in the overall staffing level requirements. The 250 is correct.

AMENDMENT 3

#	Question	Answer
20	Given the importance of this procurement and the complexity of the response that Bidders are preparing, would Shared Services Canada be willing to extend the bid duration period until July 25th, 2024?	SSC has granted an extension until July 12, 2024. All enquiries must be submitted in writing to the Contracting Authority no later than June 28, 2024. Enquiries received after that time may not be answered.

AMENDMENT 2

#	Question	Answer
7	Regarding Solicitation #R000166971 that was posted on CanadaBuys, are you able to provide MS Word copies of the following documents: <ul style="list-style-type: none"> <li>• RFP -R000166971 Service Desk Professional Services.pdf</li> <li>• Annex A Statement of Work.pdf</li> <li>• Attachment 4.1 - Technical Criteria.pdf</li> </ul>	Canada Buys does not allow word documents to be uploaded.
8	Are Bidders required to submit a response for all three services: ESD, EUSD and ECC?	Yes bidders are expected to submit 1 proposal for all three services.
9	Would SSC consider a 3-week extension to the RFP deadline from June 27 to July 18?	SSC will not be granting an extension
10	Who is the current incumbent and how long have they been under contract with SSC?	Kyndryl Canada Inc. Contract period: June 13, 2018 to June 12, 2025

11	<p>Is SSC able to provide the monthly volume of Incidents, Service Requests, Change Requests, Calls, Chats, Emails, etc. supported by current Service Provider?</p>	<p>Staffing levels will be determined by SSC. While the Service Provider will be held accountable for failure to meet and maintain the required staffing levels, SSC will be accountable if those staffing levels are insufficient to meet the demand for service desk services. Accordingly, the Government of Canada will not be providing volumes of Incidents, Service Requests, Change Requests, Calls, Chats, Emails, etc. supported by current Service Provider.</p>
12	<p>For Annex A - Section 5 – Service Descriptions: In Scope Resources – these reflect the roles and responsibilities of In Scope Resources for which SSC will pay per diem unit prices. For greater certainty, In Scope Resources (ISC) shall not engage in the fulfilment of Service Provider (SP) roles and responsibilities during the same hours for which per diem unit charges are being paid by the Government of Canada.</p> <p>Service Provider and In Scope Resources roles and responsibilities work in conjunction to deliver services. Can SSC please provide clarification on statement that In Scope Resources shall not engage in Service Provider R&amp;R during same hours?</p>	<p>The roles and responsibilities for the service provider relate to the service provider's obligations under the contract. The roles and responsibilities for "in scope resources" relate to the operation of the service desk. The distinction, while not exhaustive, is articulated in the tables in Annex A Section 5 (columns one and two respectively). It is understood that the service provider and in scope resources shall work in conjunction to deliver services; however, it is expected that in scope resources will not be side-tracked from service desk operational activities to meet vendor contractual obligations (e.g. time sheet collections for billing purposes, root cause analysis relating to failure to meet vendor performance SLAs etc.). The service provider must ensure that its pricing accommodates sufficient resources to meet its contractual obligations without calling upon in scope resources during the hours for which per diem unit charges are being paid by the Government of Canada.</p>
13	<p>For Annex A - Part 2 Incident Management/Coordination: All services will or can be delivered from the following locations:</p> <ul style="list-style-type: none"> <li>• 350 King Edward, Ottawa, ON</li> <li>• 715 Peel Street, Montreal, QUE</li> </ul> <p>Will IM In Scope Resources be able to operate from Service Provider facilities/remotely, or is it a requirement for these resources to work from, or relocate to, NCR SSC facilities during a DR event?</p>	<p>No. IM Resources will not operate from Service Provider facilities. IM resources will work from these locations and can be relocated to other NCR SSC facilities as required.</p>
14	<p>For Annex A – Part 3 Enterprise Command Centre: All services will or can be delivered from the following locations:</p> <ul style="list-style-type: none"> <li>• MCDCC - 1600 Tom Roberts Rd., Ottawa, ON</li> <li>• 2300 St. Laurent Blvd., Ottawa, ON</li> </ul> <p>Is it a requirement for ECC resources to work from these locations or can they work from Service Provider facility?</p>	<p>ECC resources will work from these locations and can be relocated to other NCR SSC facilities as required. ECC resources will not work from Service Provider facilities.</p>
15	<p>For Annex A Part 2 IMC and Part 3 ECC: need to be available 24/7/365 for Normal Activities, Select Activities 07:00 to 17:00 Mon-Fri, Can</p>	<p>Normal activities will be defined by the IM or ECC Manager at the issuance of the Task</p>



	<p>SSC please provide details on what the Select Activities entail?</p>	<p>Authorization for the requested resources to work during the core business hours.</p>
<p>16</p>	<p>For Annex A Section 5.19 Disaster Recovery and Business Continuity, what is the expected frequency for DR/BCP to be tested?</p>	<p><u>Revision to Annex A</u></p> <p>2.1.3. Disaster Recovery and Business Continuity Planning</p> <p>The Service Provider will bear ultimate responsibility for the provisioning of resources, the provisioning of workspaces (Facility and Remote), and the distribution of resources between the Facility and Remote locations. Accordingly, Bidders are required to propose an approach to Disaster Recovery and Business Continuity Planning (“DR &amp; BCP Approach”) which will include, but not be limited to, the establishment of policies and procedures with respect to workspace provisioning and resource deployment that addresses the following minimum operational requirements:</p> <ul style="list-style-type: none"> <li>i. 25% of EUSD operational capacity and 25% of ESD operational capacity must be available at all time during normal operating hours;</li> <li>ii. 50% of EUSD operational capacity and 50% of ESD operational capacity must be restored within 4 hours of a disruptive event (to be defined);</li> <li>iii. 90% of EUSD operational capacity and 90% of ESD operational capacity must be restored within 3 FGWDs; and</li> <li>iv. 100% of EUSD operational capacity and 100% of ESD operational capacity must be restored within a reasonable time frame.</li> </ul> <p><u>For greater certainty, the proposed DR &amp; BCP Approach should indicate the frequency of testing of the DR &amp; BCP Approach (minimum every 12 months). The proposed DR &amp; BCP Approach should indicate that an Annual Confirmation of Disaster Recovery Testing Report will be produced detailing testing procedures undertaken and indicating the success or failure of the test. The proposed DR &amp; BCP Approach should describe remediation activities to be undertaken in the event of a failure of the test.</u></p>
<p>17</p>	<p>For Annex A Section 5.21 Transition-Out: There are no activities listed for SSC. Similar to Transition-In, SSC should be involved in the Transition-Out planning and approval of</p>	<p>SSC roles and responsibilities with respect to Transition-in activities for incoming Service Providers are described in Annex A Section 5.1. Annex A - Section 5.1 Transition-In (for incoming Service Providers) complements</p>

	Transition-Out plan. Will it be SSCs intention to participate in Transition-Out activities?	Annex A - Section 5.21 Transition-Out (for outgoing Service Providers). Both Sections should be read together to differentiate the roles and responsibilities of the three parties involved in any transtion (i.e. SSC, incoming Service Provider, and outgoing Service Provider).
18	For Annex A Section 3.1.4. Incident and Change Management Tools: The Service Desk currently uses multiple IT Service Management (“ITSM”) tools to manage reported issues. The ITSM tools in use are subject to change at SSC’s discretion. Can SSC provide the list of ITSM tools used to support ESD, EUSD and ECC?	Onyx and Infoweb are used by ESD and ECC as ITSM Tools. EUSD uses Service Manager 9 and Service Service Management Automation X (SMAX).
19	<p>The definition of Bidder in Attachment 2.1 SSC Standard Instructions for Procurement section 1.4a Definition of Bidder is very restrictive and excludes parents, subsidiaries or other affiliates of the Bidder, or its subcontractors. This restrictive definition will prevent Shared Services Canada from receiving bids from qualified Bidders and will reduce the level of competition for this RFP.</p> <p>In order to promote competition and provide Shared Services Canada with the most qualified Bid Responses, would Shared Services Canada amend the Definition of Bidder provision to allow the Bidder to use Customer References from its parent, subsidiaries or other affiliates of the Bidder or its subcontractors?</p>	No, Shared Services Canada will not amend.

**AMENDMENT 1**

#	Question	Answer
1	In regard to Form 2: Client Reference Verification Form for Mandatory Technical Criteria, found within Attachment 4.1 Technical Criteria [and Forms], we request that the “am” in paragraphs one and two be changed to “was.” We make this request due to the fact that many client references supplied may no longer be with the subject company.	Form 2: Client Reference Verification Form for Mandatory Technical Criteria requires a response from the Client Organization in the form of a an attestation by a representative of that Organization. Accordingly, the form must be completed and signed by a Primary or Backup Contact who is a “representative” of the Client Organization at the time of signing.
2	Can the Crown please confirm that the Evaluation Criteria within MR2 of the Mandatory Technical Criteria should be referencing Appendix A – Category Descriptions, not Annex A -Statement of Work Section 5? This is in reference to the 80% or more equivalency to the tasks associated with the service categories.	<p>MR2 Mandatory Technical Criteria is amended as follows:</p> <p>Where a demonstration of equivalency is required, the letter must include an attestation that the work was equivalent to that of the service requirements described <del>Annex A – Statement of Work Section 5.0 in Appendix A – Category Descriptions, specifically, that it</del></p>

		included 80% or more of the tasks associated with the service categories described there in.
3	In Annex B: Basis of Payment, found within the main RFP document, and Attachment 3.1 – Pricing Tables, we would like to clarify whether there are line items missing from the Transition Items/Activities section, as the Transit numbers referenced do not proceed in proper numerical order.	There are no missing items. Bidders are encouraged to provide additional line items where Bidders are of the opinion that the additional details will provide relevant insight into their transition solution.
4	Due to the fact that the majority of the employees on the current contract are privately unionized under the Public Service Alliance of Canada (PSAC), will the Crown please clarify whether the winning bidder will be obligated to enter into collective bargaining with PSAC?	The resources in the current contract services are not covered under Government of Canada collective agreement.
5	Administrative	under Annex A - Statement of Work, Section 5.18 - Security - remove reference to "including an IT link up to the level of Protected "B"
6	Administrative	Updated Accessibility Clause Part 1 – 1.4 and Part 7 – 7.22