



Contracting for Communications **Within the Government of Canada**

WHITE-PAPER - The “Rules & Tools” **for Government Managers**

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RFP SOLUTIONS' *WHITE-PAPER*

Contracting for Communications

Within the Government of Canada

TABLE OF CONTENTS

1. Executive Summary	4
2. Contracting - The Manager's Dilemma.....	5
3. The Rules	7
4. Communications Services - What do we buy?	13
5. Contracts, Standing Offers, Supply Arrangements and Other Contracting Mechanisms	16
6. Existing RFP Templates.....	19
7. Available Tools & Methodologies	22
8. Next Steps?	25
9. About the Author	26



1. Executive Summary

In attempting to award contracts for the services they need to deliver programs, Communications managers within the Government of Canada are faced with a number of obstacles, including:

- an acute *lack of time*;
- an *inadequate knowledge* of Government Contracting rules;
- the need to navigate an *extremely complex and rules-based process*;
- a broad range of *legal, reputational, financial and operational risks*;
- an *absence of effective tools* and standards.

For some Communications managers, the contracting process is often viewed as an obstacle preventing them from getting on with their job, particularly when there is a program or event to be delivered, time is limited and contract requirements have not been planned in advance (for any reason). **RFPSOLUTIONS** has developed this White Paper in an effort to assist Government Communications managers with the demands of the competitive procurement process, and in particular the demands associated with planning their service contracting requirements.

In summary, this White Paper:

1. Describes the various categories of Communications services typically contracted for within the Government of Canada;
2. Summarizes the rules associated with establishing these contracts (including typical Communications contracting scenarios);
3. Reviews existing Communications contract mechanisms already in place for some of these requirements;
4. Summarizes existing RFP templates for Communications requirements already developed by **RFPSOLUTIONS**; and
5. Provides managers with a listing of freely available tools, reference documents and other methodologies to assist them in planning and executing their Communications contracting requirements.

2. The Manager's Dilemma

Lack of Time

Government Communications groups typically *operate within an environment of urgency*. Response times are short, and often requirements arise with little to no lead-time or opportunity for advance planning. Also, the *availability of staff to dedicate the time required* to draft Statements of Work and RFP evaluation criteria is usually very limited.

Knowledge of the Rules

Most Communications managers have *never received any formal training in Contracting*, and many are simply not aware of the rules, or their responsibilities within the Contracting and competitive bidding process. Communications managers may only become directly involved in a large-scale RFP process 4-5 times during their career. Developing Statements of Work and writing RFP's is *not a frequent (or highly desirable) activity* for most Communications managers.

Complexity

According to PWGSC, there are *32 separate pieces of legislation, regulation and Treasury Board policy* which govern Contracting. The Auditor General now reviews Contracting on an annual basis.

Risks

Operational Risks - project failure, scope creep, delay, lack of focus, weak contract management. *Financial Risks* - cost escalations, amendments, unnecessary expenditures, poor value-for-money. *Legal Risks* - contractor litigation, bid disputes, dispute resolution, formation of Employee-Employer Relationships with Contractors. *Reputational Risks* - negative media coverage, negative audits, diminished public confidence.

Absence of Tools/Standards

Templates and other contracting tools are helpful, but each Contract/RFP Statement of Work has unique requirements and must be written by the manager. To-date, *no clear standards exist to guide managers through this process*.

2. The Manager's Dilemma



NATIONAL POST

June, 2002 - *The National Post* - "a government employee has been charged with fraud after an investigation uncovered evidence he had allegedly accepted gifts from a supplier."

OTTAWA CITIZEN

August 28, 2001 - *The Ottawa Citizen* - Library of Parliament defies trade tribunal: Accused of favouring Microsoft, Library won't seek new bids for news service; Budget blown fighting tender challenge



THE CANADIAN PRESS

May 24, 2002 - *The Canadian Press* - The RCMP has launched a criminal investigation into three federal government contracts worth \$1.6 million awarded to the Montreal advertising agency Groupaction Marketing Inc.

SUMMIT

Canada's magazine on public sector purchasing

March 2001 - *Summit magazine* - Guns are smoking at Health Canada over some bad procurement practices.

3. The Rules

While extensive and complex, the rules associated with awarding contracts for Communications Services within the Government of Canada essentially consist of the following three (3) elements, each summarized below:

- **Contract Entry Authority** - as delegated by Treasury Board, which *place limits on the \$-value of contracts which may be awarded* based on the Department/Agency acting as the contract authority, and the manner in which bids were sought (i.e. MERX vs. a source list).
- **The Trade Agreements** (NAFTA, AIT and WTO-AGP) - which prescribe *IF and HOW bids must be sought* prior to awarding a contract.
- **Other Rules** - The Government of Canada (via PWGSC) has established a number of other rules and mandatory procurement services for certain categories of Communications Services, which prescribe **WHO** may act as the Government’s Contracting Authority and **HOW** these contracts will be placed.

Contract Entry Authority

Notwithstanding the Trade Agreements (see below), the Treasury Board *has placed limits on the \$-value of contracts* which may be awarded by managers, based on **1. the Department they work for** (i.e. PWGSC vs. others); and **2. the manner in which they sought bids** prior to awarding the contract (i.e. MERX vs. source list (3 or more bidders) vs. non-competitive (sole source)).

The table below summarizes the current Treasury Board Contract Entry Authority limits for Services Contracts (including Communications Services):

Department	MERX/GETS	Source List (Bidders List)	Non-Competitive (Sole Source)
PWGSC	\$20M	\$10M	\$3M
Others	\$2M	\$400K	\$100K*



3. The Rules

* Note: The awarding of a Non-Competitive Services contract valued between \$25-100K requires that one of three (3) exemptions to the *Government Contracts Regulations* (GCRs) be formally invoked (1. Not in the public interest; 2. Emergency; or 3. Only 1 supplier can do the work) by an official with the appropriate delegated authority. The GCRs maintain that any Services Contract valued at less than \$25K may be awarded without calling for bids (i.e. sole source), although many departments have recently self-imposed lower thresholds (i.e. \$10K, \$5K) for sole source contracts.

Trade Agreements

The three (3) applicable trade agreements (NAFTA, WTO and AIT) also place limits on managers with respect to the manner in which contracts may be awarded. In general, ***the trade agreements dictate IF and HOW bids must be sought prior to awarding a contract***, based on the requirement itself and the estimated \$-value of the resulting contract.

If a contract requirement (i.e. the commodity) is covered by one or more of the trade agreements (meaning, it is “included”), AND the estimated \$-value of the requirement is above the trade agreement’s bidding threshold, then (in general) bids must be sought via MERX/GETS. If the requirement is below the threshold and/or excluded from the Agreement, then departments are not obligated to use MERX/GETS to solicit bids, but must still respect the Contract Entry Authorities and the requirement to seek bids, as prescribed within the GCR’s (see above). The table below summarizes the current bidding thresholds for Services contracts within each trade agreement:

Trade Agreement	Bidding Threshold	Bidding Period
NAFTA	\$84K	40 days*
WTO	\$245K	40 days*
AIT	\$100K	15 days

* Note: Reduced Bidding Periods may apply under certain limited circumstances.

Notwithstanding that departments are not obligated to use MERX/GETS to solicit bids if their requirement is below the thresholds and/or excluded from the trade agreements, many

3. The Rules

departments have self-imposed procedures obligating managers to nonetheless post all contract requirements on MERX/GETS.

Trade Agreement Exemptions / Exclusions - Communications

North American Free Trade Agreement (NAFTA):

NAFTA specifically excludes Communication related contracts, meaning that the procurement of communications requirements is NOT covered by the Agreement. Within the Agreement, these are described as:

- Communications Studies
- Market Research and Public Opinion Services
- Communications Services (including exhibit services)
- Advertising Services
- Public Relations Services (including writing services, event planning and management, media relations, radio and TV analysis, press services)
- Arts/Graphics Services
- Film Processing Services
- Film/Video Tape Production Services
- Other Communications, Photographic, Mapping, Printing and Publication Services

NAFTA does not provide explanations as to what the above descriptors mean. They should be taken at face value, that is, as written and in a common understanding of the meaning of the text. Further general exemptions to the requirement to seek bids also exist (i.e. “confidential” services, unforeseen urgencies, etc.).

World Trade Organization - Agreement on Government Procurement:

Unlike NAFTA and AIT, the WTO-AGP has a specific list of what is covered, meaning that if it is not on the list, it is (by definition) excluded. Communications services are not covered, meaning that the Agreement does not apply to the procurement of Communications requirements.

Agreement on Internal Trade (AIT):

The AIT is the most intrusive of all the Agreements. It has very few exceptions. The only exception that applies to Communications service contracts is for:

- Advertising and public relation services.

3. The Rules

Any other contract in excess of the threshold (\$100K) is covered by the AIT. This includes all applicable Communications requirements. Like NAFTA, some general (i.e. non-commodity specific) exemptions to bidding requirements also exist (i.e. “confidential” services, unforeseen urgencies, etc.).

Other Rules

The Way Forward - PWGSC’s broad-ranging procurement transformation initiative requires that certain contracts be exclusively placed via one of PWGSC’s “Mandatory Standing Offers/Supply Arrangements”. At present, there are very few specific Communications requirements that **MUST** be contracted for in this manner, although PWGSC’s list of included commodities is expanding.

For more information on The Way Forward, please see:

<http://www.tpsgc-pwgsc.gc.ca/app-acq/arp-pns/ap70-pn70-eng.html>

Communications Procurement - Mandatory Services - Notwithstanding The Way Forward initiative, it has been a longstanding element of Government Contracting Policy that the following services be acquired exclusively through PWGSC (i.e. “Mandatory”):

- 1.1 Advertising Services** - including planning, production and evaluation of advertising campaigns and public notices, and media purchasing and placement.
- 1.2 Public Opinion Research and Surveys** - including quantitative and qualitative research, and syndicated studies.
- 1.3 Audio-Visual Services** - including film, video, audio-visual and multimedia production and services, distribution and duplication services, web casting, host broadcasting, and satellite transmission.

Communications Procurement - Optional Services - In addition to the “Mandatory” services identified above, PWGSC’s Communications Procurement group also undertakes “Optional” procurement services for Departments and Agencies within the following areas:

2.1 Printing Services - including custom printing and binding, printing of bonds, cheques, forms and other secure documents, print on demand, electronic document management, variable imaging, Braille and large print, warehousing, order fulfillment, logistics and distribution, and custom fabrication of promotional materials.

3. The Rules

2.2 Communications Services - including public relations and marketing management, graphic design, writing, editing, language adaptation, telephone referral, program/project planning and development, research and analysis, and strategies.

2.3 Expositions and Exhibits Services - including design, fabrication, storage and shipping, installation, dismantling and removal, and project management.

2.4 Events Management Services - including conferences, trade shows and special events.

2.5 Media Monitoring - including media monitoring of radio and television broadcasts, press clippings, newswire distribution and transcripts of scrums and live events.

For more information on the services of PWGSC's Communications Procurement group, please see: <http://www.tpsgc-pwgsc.gc.ca/app-acq/communications-eng.html>

Typical Scenarios - Communications Contracts

To better illustrate how the Contract Entry Authorities (GCR's), the Trade Agreements and the "Other Rules" might apply to a number of typical Communications contract requirements, the following scenarios have been developed:

Scenario #1 - Speech Writing Contract - \$5K	
Which Trade Agreements apply?	None
May solicit bids via...	Not required
If soliciting bids, how long to post RFP?	N/A
Who is the Contracting Authority?	Department

Scenario #2 - Communications Consulting Contract - \$90K	
Which Trade Agreements apply?	None
May solicit bids via...	Source List or MERX
If soliciting bids, how long to post RFP?	A "reasonable period"
Who is the Contracting Authority?	Department or PWGSC

3. The Rules

Scenario #3 - Media Monitoring Services (Standing Offer - 3 years) - \$300K	
Which Trade Agreements apply?	AIT
May solicit bids via...	MERX
If soliciting bids, how long to post RFP?	15 days (minimum)
Who is the Contracting Authority?	Department or PWGSC

Scenario #4 - Advertising Contract - \$1M	
Which Trade Agreements apply?	None
May solicit bids via...	Source List or MERX
If soliciting bids, how long to post RFP?	A “reasonable period”
Who is the Contracting Authority?	PWGSC

4. Communications Services - What do we buy?

The Communications Policy of the Government of Canada (see: http://www.tbs-sct.gc.ca/pubs_pol/sipubs/comm/siglist_e.asp) seeks to ensure that communications across the Government of Canada are well co-ordinated, effectively managed and responsive to the diverse information needs of the public.

While the Communications Policy describes the breadth and scope of the Communications function across Government, for procurement purposes PWGSC has established a Common Classification System (CCS) which codifies the applicable commodities/services typically associated with the service contracts directly related to the field of Communications.

To this end, and in accordance with the categories of Communications services and activities described within the Policy, managers within the Government of Canada routinely establish contracts for the following types of services:

Communications Policy (Treasury Board)	Common Classification System - Communications (PWGSC)	
Public Opinion Research & Surveys	T001A	Public Opinion Research
	T001C	Omnibus Surveys
Advertising	T003A	Advertising
Sponsorship	T002D	Corporate Sponsorship
Audio-Visual Services	T018	Audio-Visual Services
Marketing	T001G	Marketing & Market Research
Publishing and Printing	T099C	Desktop Publishing
	T014	Print & Binding Services
	T015	Photocopying and Reproduction
	T099AB	Publishing Support Services
	T099AC	Electronic Publishing

4. Communications Services - What do we buy?

Communications Policy (Treasury Board)	Common Classification System - Communications (PWGSC)	
Public Relations	T004A	Public Relations
Media Monitoring	T004K	Media Monitoring
	D317	Automated News Services
	D316	Radio Television - Monitoring / Broad-casting
	T004JD	Automated News Services Press Release Distribution
	T004JE	News Wire Monitoring
	T004J	Press Clipping
Media Relations	T004E	Media Relations
Official Languages - Translation & Interpretation	R109	Language Translation and Interpretation
Writing - Plain Language	R006C	Writing, Editing and Revision
	R006AD	Transcription Services
Corporate Identity - Graphics Design	T005A	Art and Graphics Services
Environment Analysis	T000	Communication Studies
	T004A	Media Analysis
Consultation and Citizen Engagement	T001B	Focus Testing
Risk Communication	T000	Communication Studies
Crisis and Emergency Communication	T000	Communication Studies

4. Communications Services - What do we buy?

Communications Policy (Treasury Board)	Common Classification System - Communications (PWGSC)	
Communications Management and Co-ordination	T000	Communication Studies
Communications Planning and Evaluation	T000	Communication Studies
New Media, Internet and Electronic Communication	D302	Multimedia Design and Programming - Websites
	T002G	Internet, Website and Webcasting
	T002F	Communications Technical
Internal Communication		Unknown
Public Events and Announcements - Logistics Services	T004B	Event/Conference Planning and Management
	R199D	Signage Design, Layout and Site Studies
	R105A	Addressing, Distribution and Mailing Lists
Fairs and Exhibitions	T002A	B and C - Expositions & Exhibit Services
Film, Video and Multimedia Production	T013B	Commercial General Photography
	T008A	Film, Photo Processing
	T009	Film/Video Production & Distribution
	T002E	Narrators
Training and Professional Development	D399	Communication & Media Training

5. Contracts, Standing Offers, Supply Arrangements and Other Contracting Mechanisms

A variety of different terms are often used to convey one or more differing contracting mechanisms, often resulting in confusion among managers with respect to the differences between the various mechanisms, and which one might be best suited to their particular requirement.

The following are the most common of these terms, and are defined below:

Contract:

A contract is an obligation, such as an accepted offer, between competent parties upon a legal consideration, to do or abstain from doing some act. It is essential to the creation of a contract that the parties intend that their agreement shall have legal consequences and be legally enforceable.

The essential elements of a contract are: an offer and an acceptance of that offer; the capacity of the parties to contract; consideration to support the contract; a mutual identity of consent or consensus ad idem; legality of purpose; sufficient certainty of terms.

Under the *Government Contracts Regulations* a "contract means a construction contract, a goods contract or a service contract entered into on behalf of Her Majesty by a contracting authority". (2003-12-12)

Contracts are typically with only one (1) supplier, and they have a known and foreseeable beginning, middle and an end. Contracts are the preferred mechanism for addressing "one-off" requirements that are not repetitive in nature, when the department requires precise deliverables, by a given date and at a specified/fixed fee/cost.

Standing Offer:

A standing offer is **not a contract** but an administrative means to provide for the supply of goods or services at prearranged prices with set terms and conditions, for specific periods of time on an as requested basis. No obligation exists until a call-up (order) is placed with the supplier. Each callup is a separate contract between the Crown and the supplier. When a callup is made against a standing offer, there are no negotiations and acceptance by the Crown of the supplier's offer is unconditional.

5. Contracts, Standing Offers, Supply Arrangements and Other Contracting Mechanisms

Standing Offers typically contain multiple suppliers, and are ideal for commonly recurring requirements where a department knows that it will require multiple deliveries of a certain service in the future, but can't say exactly how many it will require, and is therefore not prepared to make such an advance commitment to the supplier(s).

Supply Arrangement:

Supply arrangements are non-binding agreements between PWGSC and suppliers to provide a range of goods and, more commonly, services on an 'as required' basis. They are lists of qualified suppliers for certain services with a set of predetermined terms and conditions that will apply to subsequent contracts.

No obligation exists until the customer issues a contract to the supplier. Each contract issued is considered to be a separate contract established between the Crown and the supplier. Departments create their own contracts within the scope of the arrangement and these contracts are signed on behalf of the minister of the department issuing the contract.

Under a supply arrangement, an offer is made by the supplier in response to a department's request for proposal. The prearranged terms and conditions and general requirements of the supply arrangement apply. Only the specific departmental requirements and the price must be agreed to (many supply arrangements include ceiling prices which allow the customer to negotiate prices downward).

Task Authorization Contract:

A Task Authorization (TA) is a structured administrative process enabling the client to authorize work by a contractor on an "as and when requested" basis in accordance with the terms and conditions of an existing contract.

Contracts that provide for the use of TAs ("TA contracts") are used in **service** contracting situations where a definite need for a category of service exists, but the precise nature and timing of the need cannot be set out in advance. The use of TAs must be specifically provided for in the contract. When the client requires the services, a TA is issued to instruct the contractor to carry out the specified work.



5. Contracts, Standing Offers, Supply Arrangements and Other Contracting Mechanisms

Task Authorization Contracts are very similar to Standing Offers, but differ in that TA Contracts are typically only established with one (1) supplier. In addition, Task Authorization Contracts are “contracts” in and of themselves (as opposed to Standing Offers or Supply Arrangements), and therefore typically contain binding obligations with respect to the \$-value being committed.

6. Existing RFP Templates

During the past 7-8 years, **RFPSOLUTIONS** has developed *over 60 RFP's* for Communications-related Service Contracts, *on behalf of over fifteen (15) federal departments and agencies.*

As a result of this work, as well as our continuing efforts to obtain dozens more Communications-related RFP's posted on MERX, we have developed an extensive repository of Communications-related Statements of Work, Contract Deliverables and RFP Proposal Evaluation Criteria. *This library of information is stored on our server, and easily searchable using our Google-Mini™ Intranet Search Appliance.*

The following table provides a summary of the Communications-related RFP's that we have written and successfully executed, broken-out in accordance with the categories of Communications services and activities described within the TB Communications Policy.

Using this table, managers can do a preliminary "gap analysis" to determine their needs, and to identify any specific RFP's that they may wish to follow-up on:

Communications Policy (Treasury Board)	RFP Summary (from RFPSOLUTIONS' Repository)	✓ to Follow-up
Public Opinion Research & Surveys	Public Opinion Research – PCH, INAC Surveys - HC, TC	
Advertising	Advertising Services - FIN	
Sponsorship	None	
Audio-Visual Services	Broadcasting Services - PHAC	
Marketing	Marketing Strategy - OCOL	
Publishing and Printing	Printing – LAC, INAC, PSC, CIHR	
	Communication Product Design and Layout – NRCan	



6. Existing RFP Templates

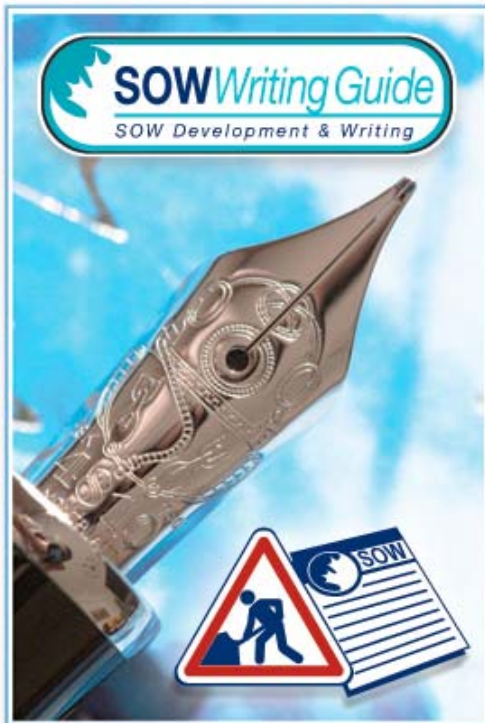
Public Relations	Strategic Communications – TSB, PHAC, NRCan, INAC	
Media Monitoring	Media Monitoring (Broadcast Media Summaries – Tapes & Transcripts) – HC, IC, AGR	
	Media Monitoring (Newswire – Inbound) – HC	
	Media Monitoring (Outbound Information Dissemination Services – Media Advisories) – HC, IC, INAC, AGR	
Media Relations	Media Strategies and Plans - INAC	
Official Languages - Translation & Interpretation	Translation & Comparative Reading – HC, PHAC, TSB, PSC	
Writing - Plain Language	Speech Writing – HC, INAC, NRCan	
	Writing, Editing & Proofreading – PSC, TSB, INAC	
	Transcription Services – IC, AGR	
Corporate Identity - Graphics Design	Graphic Design – INAC, NRCan	
Environment Analysis	Media Analysis (Daily Media Summaries / Notes) – HC, AGR	
	Media Analysis (Qualitative & Quantitative Analysis) – HC	
Consultation and Citizen Engagement	Citizen Engagement & Consultation – PHAC	

6. Existing RFP Templates

Risk Communication	Risk Communications Framework – HC	
	Risk Communications Advisory Services – HC	
Crisis and Emergency Communication	None	
Communications Management and Co-ordination	Communication Project Management – INAC, NRCan	
Communications Planning and Evaluation	Communications Consulting (General) – HC, TSB, INAC	
New Media, Internet and Electronic Communication	Web Development – HC	
	Webcasting Services - IC	
Internal Communication	Library and Publication Services – INAC, Ont-MOE	
Public Events and Announcements - Logistics Services	Event Management – OPC, INAC, PHAC	
Fairs and Exhibitions	PCH	
Film, Video and Multimedia Production	Photography Services – IC, AGR, DFAIT	
Training and Professional Development	Media Relations Coaching / Training / Advisory – HC, NRCan, PHAC, PSHRMAC	
	Plain Language Writing – Training Services - PSC	

7. Available Tools and Methodologies

1. RFPSOLUTIONS' Statement of Work (SOW) *Writing Guide* (Free)



RFPSOLUTIONS INC. has developed a Statement of Work Writing Guide for Managers, to assist them in developing a thorough, complete and compliant SOW for their Contract / RFP requirements.

This SOW Writing Guide is a companion document to the Canadian Institute for Procurement and Materiel Management (CIPMM) Course, entitled: *How to Write Better Statements of Work and Bid Evaluation Criteria*.

This document was produced by **RFPSOLUTIONS** (on behalf of CIPMM) for training purposes, based on a generic SOW format.

The Writing Guide can be downloaded (for free) by clicking on the pdf icon below, or from the following URL:

 **SOW Writing Guide®**

<http://www.rfpsolutions.ca/sowwritingguide.htm>

7. Available Tools and Methodologies

2. Statement of Work & RFP Bid Evaluation - Training Course



RFPSOLUTIONS' RFP Advisors teach the Canadian Institute for Procurement and Materiel Management (CIPMM) - see www.cipmm-icagm.ca/ - Course entitled, **Developing Better Statements of Work and RFP Evaluation Criteria.**

This course (available in 1/2-day, 1-day and 2-day formats) is accredited by the Treasury Board Secretariat and the Canadian General Standards Board (PWGSC) within the new Government of Canada Professional Development and Certification Program (Procurement).

The course can be viewed at the following URL: <http://www.rfpsolutions.ca/training.htm>
For course delivery schedules and costs, please contact either **RFPSOLUTIONS** or the CIPMM (see above).

3. RFPSOLUTIONS' Reference Library (Free)



RFPSOLUTIONS INC. has developed a number of other reference documents and RFP support tools for Government managers.

These tools are available (for free) within our Reference Library, at the following URL:

<http://www.rfpsolutions.ca/reference.htm>



7. Available Tools and Methodologies

4. RFP SOLUTIONS' Review & Comment Service (Free)



RFPSOLUTIONS INC. will (at no cost) undertake a preliminary review of draft SOW's and RFP Evaluation Criteria developed by Government managers, and provide comments and suggestions.

To utilize this service, please send an e-mail message to:

info@rfpsolutions.ca

8. Next Steps?

Via this White Paper, RFPSOLUTIONS INC. has made a standing invitation to Government Communications managers to work with them to assess their Communications related contracting requirements, and to help them to identify strategies to enhance their compliance with Contracting rules, to implement administratively efficient contracting mechanisms and to avoid “reinventing the wheel” by capitalizing on the good work already undertaken by others within this area.

With this analysis in hand, **we believe that managers will be in a far better position to make good decisions, to mitigate their risks and to ensure compliance with the rules.**

For those Managers looking at fulfilling an extensive list of requirements for which they will need to execute several RFP’s, they may choose to step back, avoid jumping right in and writing RFP’s, and do a bit more analysis to develop a procurement strategy. **By going down this route, managers will be better positioned to accurately gauge the time and costs associated with this undertaking**, as well as identify areas where requirements can be strategically “bundled” in order to provide different or enhanced service delivery options.

On the other hand, for those managers whose list of requirements is relatively short, straightforward and consistent with the methods used in other departments/agencies, **it may make more sense to “jump right in” and start developing the RFP’s that they will need.**

It is hoped that this White Paper will be of assistance to managers as they consider this important decision. Readers may feel free to contact the author for further information, or to discuss their specific requirements, at the following:

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8. About the Author



David Swift founded **RFP SOLUTIONS INC.** in 1992 and served as the firm's Managing Director for over eighteen years, until his passing in early January 2010.

He was also a long-time member of the the Canadian Institute for Procurement and Materiel Management (CIPMM) Board of Directors, a former member of the Editorial Advisory Board for SUMMIT magazine, a member of the Algonquin College e-Business Supply Chain Management Advisory Committee, author of the “Procurement Page” in Canadian Government Executive magazine, a recipient of the Ottawa Business Journal’s Top 40 Under 40 award, and a contributor to the Prime Minister’s Advisory Council on Science and Technology (Procurement).

David was a leading specialist in the field of Canadian public sector procurement, and was very active within the public sector procurement community. During his career, David had written numerous articles within a range of professional journals on the subject of public sector procurement.

David had served as an advisor on procurement issues to over 30 public sector organizations. David held a Bachelor's degree with Honours from Queen's University in Kingston, in both Political Science and Economics. He was also a graduate of the Systems Analysis program at Algonquin College in Ottawa. From 2000 - 2010, David had been actively involved in the development of the Government of Canada’s Professional Development and Certification Program (Procurement), and from 2005 - 2010 he had served as an Instructor for the Program’s “Statement of Work” & “RFP Bid Evaluation” courses.

Over the course of his distinguished career, David Swift accumulated over two decades of



8. About the Author

Procurement Advisory experience, providing Statement of Work and Evaluation Criteria document development services for Professional Services and Goods Contracts within the Federal Government. It is through David's extensive legacy that **RFPSOLUTIONS** has contributed to well over 400 individual projects on behalf of roughly 60 Federal Government departments and agencies, positioning the firm on the leading edge of federal government procurement, with the ability to draw on past and current experience, taking into account a government-wide view of procurement.

Other Helpful Reference Documents

If you found this document helpful, please feel free to Download **RFPSOLUTIONS INC.**'s other **SAMPLE DOCUMENTS / TEMPLATES** from our **REFERENCE LIBRARY** listed below. For our full complement of Tools and Services, please visit us at **RFPSOLUTIONS.ca**



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