

**Date & Time of Print: 02/07/2019 15:02:35 – Time Zone: EST – North America
Eastern Time DST
Buyer Organization: Government of Ontario**

Overview

RFx Code	rfx_10254
Title	Request For Qualification for Service System Managers Employment Services Transformation
Detailed Description	Service System Managers Employment Services Transformation
Status	Running

RFx Settings

Online Response Required:	Yes
Allow Suppliers to Respond by Consortium	No
RFx Publication	02/07/2019 14:55:32
Closing	23/07/2019 17:00:00
Time Limit for Expressing Interest	23/07/2019 17:00:00
Awarding Strategy	Best Technical Score

Additional Information

Section		Section Description
RFx Information		
Title	Description	Value Assigned by Buyer
OSS Number		
Supplier Expressed Interest Visibility	Give Suppliers the ability to view other Suppliers that have expressed interest	Yes

Attachments

Path	Description	Folder Size		
root (0)				
The Directory is empty				
Path	Description	Folder Size		
root/Request for Qualification Attachments (2)		2,309 KB		
Filename	Downloadable	Last Modification Date	Description	File Size
Attachment #1 – Request For Qualification for Service System Managers Employment Services Transformation.pdf	Yes	02/07/2019		1,039 KB
Attachment #2 – Catchment Area Profiles.PDF	Yes	02/07/2019		1,270 KB

Envelopes

Qualification Envelope	Yes
Technical Envelope	Yes
Commercial Envelope	No

Qualification Envelope

General Attachments
Not Allowed

Application Details

Question	Description
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Ontario Tenders Portal eTendering System Instructions for Applicants	<p>Ontario Tenders Portal eTendering System Instructions For help, the RFQ Applicant can select the "About Ontario Tenders Portal" link from the OTP eTendering Home page and various help categories are available under the heading titled "For Vendors".</p> <ul style="list-style-type: none"> • Once RFQ Applicants have registered on the OTP eTendering System, they can log into the system and access the "Vendor Guides" available in the "File Sharing" section. • Should you require further assistance, you can reach the Jaggaer helpdesk at: E-mail: Etenderhelp_CA@jaggaer.com* Phone: 866-722-7390 Direct 484 335-4586 •
Text Application Restrictions and File Size Restrictions (when Uploading Attachments)	<p>Plain text Applications for 'text questions' allow up to 2000 characters (including spaces and punctuation) to be entered for each text Application.</p> <p>Please keep attachments to a manageable file size in order to facilitate uploading to the Ontario Tenders Portal eTendering System. The portal allows individual attachments from 4Mb up to a maximum of 100Mb.</p> <p>Please note that only ONE (1) file can be uploaded for each attachment question. If your file is large or you have multiple files to attach, you can compress the data into a single compressed ZIP file.</p> <p>Attachment File Names: Use company name or company initials to keep attachment files to the Application unique. Keep file name length manageable. Use of special characters (such as @!\$%#&*+=<>?) in the attachment file name should be avoided.</p>
Attachments	<p>French version of RFQ available upon request.</p> <p>Download and read the attachment(s) that forming part of the Request for Qualification before submitting your Application:</p> <ol style="list-style-type: none"> 1) Attachment #1 – Request for Qualification for Service System Managers, Employment Services Transformation 2) Attachment #2 – Catchment Area Profiles <p>The attachments for the Request for Qualification are located in the "Request for Qualification" folder, which can be accessed from the "RFx" page, "RFx Details" tab, "Buyer Attachments" section of the OTP eTendering System.</p> <p>Addenda Attachments:</p> <p>Any addenda issued, including Questions & Answers, for the RFQ are located in the "Addenda" folder, which can be accessed as noted above.</p>
Definitions	Definitions for capitalized words can be located in Attachment # 1 – Request For Qualification Service System Managers, Employment Services Transformation – Appendix 3: Definitions
Subject	Request For Qualification Service System Managers, Employment Services Transformation
Leading Ministry	Ministry of Training, Colleges and Universities
Proposed RFQ Schedule	The proposed selection process schedule is subject to change. Dates pertaining to the RFQ may be changed by the ministry at its sole discretion at any time prior to the RFQ closing date.
RFQ Contact	James Chang Procurement Advisor 416-212-2224 James.chang@ontario.ca
Method of Communication	Ontario Tenders Portal ("OTP") eTendering System online messaging function.
Applicant Eligibility Requirements Included	Yes
Issue Date of RFQ	July 2, 2019
RFQ Enquiries and Question Deadline	<p>July 9, 2019 at 17:00 (Eastern Standard Time)</p> <p>Dates and times are subject to change at the Ministry's discretion. All potential RFQ Applicants that have registered and downloaded the RFQ will be notified of any changes through the OTP.</p> <p>(See Attachment #1 – Request For Qualification for Service System Managers Employment Services Transformation – Part 4 – Terms and Conditions)</p>
Deadline for Issuing Addenda	<p>July 16, 2019 at 17:00 (Eastern Standard Time)</p> <p>Dates and times are subject to change at the Ministry's discretion. All potential RFQ Applicants that have registered and downloaded the RFQ will be notified of any changes through the OTP.</p> <p>(See Attachment #1 – Request For Qualification for Service System Managers Employment Services Transformation – Part 1 – Selection Details – Selection Process Schedule)</p>

RFQ Closing Date and Time	<p>July 23, 2019 at 17:00 (Eastern Standard Time)</p> <p>Note: Dates pertaining to the RFQ may be changed by the ministry at its sole discretion at any time prior to the RFQ closing date. All potential RFQ Applicants that have registered and downloaded the RFQ will be notified of any changes through the OTP.</p> <p>At any time prior to the RFQ closing date and time, an RFQ Applicant may amend a submitted Application. The right of the RFQ Applicant to amend includes amendments wholly initiated by the RFQ Applicant and amendments in response to subsequent information made through an addendum to the RFQ.</p> <p>An RFQ Applicant may withdraw a submitted Application at any time.</p> <p>Applicants will be notified of Ministry changes to the RFQ through the Ontario Tenders Portal eTendering System. In order to be notified of these changes, Applicants must continue to monitor the Ontario Tenders Portal eTendering system after they have submitted their Application.</p> <p>Please note:</p> <p>The entire content of an Application should be submitted in a fixed form through the OTP. The content of web sites or other external documents referred to in the response will not be considered to form part of its Application unless specifically requested by the ministry in this RFQ.</p> <p>(See Attachment #1 – Request For Qualification for Service System Managers Employment Services Transformation – Part 4 – Terms and Conditions)</p>
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The Deliverables

Question	Description
The Deliverables	For Section 1.2.1 of the RFQ, please refer to Attachment #1 – Request For Qualification for Service System Managers Employment Services Transformation – Part 2 – The Deliverables

Mandatory Eligibility Requirements

Question	Description	Question Type
Mandatory Eligibility Instructions	<p>An Applicant's eligibility must be demonstrated before an Application may be accepted.</p> <p>If the Applicant has not demonstrated an eligibility with a 'Yes' response or evidence to a specific requirement below, the Ministry reserves the right to disqualify the Applicant</p>	
Mandatory Question 1	The RFQ applicant does or will comply by April 1, 2020 with Ontario's accessibility requirements including ensuring services and locations are accessible and meeting Accessibility for Ontarians with Disabilities Act.	Options List
Mandatory Question 2	<p>The Government of Ontario expects all entities operating in the province to comply with applicable legal and legislative requirements.</p> <p>Will the RFQ applicant conduct its activities with accountability and transparency, complying with all Ontario legal and legislative requirements (e.g., filing tax returns)?</p>	Options List
Mandatory Question 3	<p>The RFQ Applicant must submit the past fiscal year audited financial statements, including the accompanying notes</p> <p>The audited financial statements will be evaluated in section 2.5.4 of the Technical Envelope</p>	Attachment
Mandatory Question 4	The RFQ Applicant has submitted a signed declaration of financial capacity from their Chief Financial Officer indicating that their organization is in good financial health.	Attachment

Evaluation Process

Question	Description
Overview of the RFQ Evaluation Process	The evaluation criteria correspond to the requirements and questions as outlined in the RFQ and will be used by the ministry to assess the RFQ Applicant's qualifications to serve as a service system manager.
Part A – Evaluation of Qualification Application and Mandatory Requirements	<p>In Part A the Application will be reviewed to ensure that all mandatory requirements have been met. Where a form is indicated as mandatory, failure to include that form or to meet the mandatory requirements within that form may result in disqualification from the RFQ process.</p> <p>If the Application includes the mandatory attachments (if any) and meets the mandatory requirements, the Applicant will move to the next stage.</p>
Part B Technical Application Evaluation	Part B consists of scoring each qualified Application from Part A on the basis of the Technical Application, contained in Section 2 of the RFQ, to determine the total score

Minimum Qualification Threshold	<p>Applicants must meet the following thresholds to qualify for the CFP phase of the selection process.</p> <p>1) Applicants must achieve a minimum score of 65/100 points in the rated criteria questions and</p> <p>2) Applicants must achieve a minimum score for each of the following:</p> <p>Planning Category: 10 points (50% out of 20 total points allocated to Planning Category) Design Category: 10 points (50% out of 20 total points allocated to Design Category) Delivery Category: 16.5 points (50% out of 33 total points allocated to Delivery Category) Governance Category: 17.55 points (65% out of 27 total points allocated to Governance Category)</p> <p>Note: The ministry reserves the right to lower the minimum threshold score for rated criteria to ensure a sufficient number of RFQ Applicants are retained to meet requirements for the CFP stage.</p>
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Application Form

Question	Description	Question Type
Applicant Instructions	<p>At any time prior to the RFQ closing date and time, an RFQ Applicant may amend a submitted Application. The right of the RFQ Applicant to amend includes amendments wholly initiated by the RFQ Applicant and amendments in response to subsequent information made through an addendum to the RFQ.</p> <p>An RFQ Applicant may withdraw a submitted Application at any time.</p>	
Application	To Her Majesty the Queen in right of Ontario as represented by the Minister of Training, Colleges, and Universities	
Question	Description	Question Type
Applicant Information	Enter the full legal name of the Applicant.	Text
Applicant Information	Enter any other registered business name under which the Applicant carries on business.	Text
Applicant Information	Enter the jurisdiction under which the Applicant is incorporated or formed.	Text
Applicant Information	Enter the name, title, address, telephone, facsimile number and e-mail address of the contact person for the Applicant.	Text
Applicant Information	Enter the name, title, address, telephone, facsimile number and e-mail address of the contact person for the highest signing authority for the Applicant.	Text
Applicant Information	<p>Indicate whether the RFQ Applicant is an Individual, a Sole Proprietorship, a Corporation, a Partnership, a Joint Venture, a Consortium (an incorporated consortium or a consortium that is a partnership), or other legally recognized entity.</p> <p>Please Select only one of the options listed.</p>	Options List
Applicant Information	<p>If you responded "Other" to the question above, please identify the type of legally recognized entity.</p> <p>If this does not apply enter "Not Applicable".</p>	Text
Applicant Sector	Indicate whether the Applicant is representing one of these sectors.	Options List
Applicant Information	<p>If you responded "other" to the question above, please identify the sector type.</p> <p>If this does not apply enter "Not Applicable".</p>	Text
Catchment Preference #1	<p>Indicate your first choice of catchment area to serve as a service system manager.</p> <p>For the prototypes, Applicants are able to qualify for all three Catchment Areas through the RFQ; however, it is the ministry's intention to only award one Catchment Area to any successful Applicant.</p> <p>In the Application form, RFQ Applicants wishing to apply for more than one area will be required to rank the Catchment Areas in order of preference. Note that there will be an opportunity to adjust ranking preferences during the CFP process.</p>	Options List
Catchment Preference #2	<p>If applicable, indicate your second choice of catchment area to serve as a service system manager.</p> <p>For the prototypes, Applicants are able to qualify for all three Catchment Areas through the RFQ; however, it is the ministry's intention to only award one Catchment Area to any successful Applicant. In the Application form, RFQ Applicants wishing to apply for more than one area will be required to rank the Catchment Areas in order of preference. Note that there will be an opportunity to adjust ranking preferences during the CFP process.</p>	Options List

Catchment Preference #3	<p>If applicable, indicate your third choice catchment area to become a service system manager.</p> <p>For the prototypes, Applicants are able to qualify for all three Catchment Areas through the RFQ; however, it is the ministry's intention to only award one Catchment Area to any successful Applicant. In the Application form, RFQ Applicants wishing to apply for more than one area will be required to rank the Catchment Areas in order of preference. Note that there will be an opportunity to adjust ranking preferences during the CFP process.</p>	Options List
Question	Description	
Application Terms	All rights and obligations that apply to this selection process are found only in the RFQ. For greater clarity, RFQ Applicants may review other documents posted on the ministry's website, however all Applications submitted through OTP will be evaluated against the terms established in this RFQ.	
Mandatory Requirements	The Applicant has submitted, as part of the Application, all mandatory requirements as set out in the RFQ.	
Addenda	<p>The Applicant has read and accepted all addenda issued by the Ministry to date. The Applicant acknowledges that the onus remains on the Applicant to make any necessary amendments to its Application, based on the addenda.</p> <p>For complete details please see Attachment 1 – Request For Qualification for Service System Managers Employment Services Transformation – Appendix 3 – Definitions</p>	
Application Questions	<p>RFQ Applicants shall promptly examine all of the documents comprising this RFQ and:</p> <p>a) May direct questions or seek additional information, through the OTP messaging function on or before the deadline for questions to the RFQ. The time stamp on questions submitted by any RFQ Applicant through the OTP messaging function shall be used to determine if the question was received on or before the deadline for questions.</p> <p>b) It is the responsibility of the RFQ Applicant to seek clarification through the OTP messaging function on any matter it considers to be unclear. The ministry shall not be responsible for any misunderstanding on the part of the RFQ Applicant concerning this RFQ or its process.</p> <p>All questions submitted by the RFQ Applicants through the OTP messaging function will be answered by means of ministry Addenda which will be made available to all RFQ Applicants.</p>	
Question	Description	Question Type
Conflict of Interest	<p>The Applicant is required read the definition of Conflict of Interest.</p> <p>After reading Conflict of Interest, the Applicant declares either that:</p> <p>(a) The Applicant has no Conflict of Interest</p> <p>or</p> <p>(b) The Applicant has a Conflict of Interest</p> <p>If the Applicant chooses (b), the Applicant should provide the necessary details in the sections below.</p>	Options List
Conflict of Interest – Additional Information	If the Applicant has a Conflict of Interest, please describe, if applicable.	Text
Conflict of Interest – Previous OPS Employee(s)	<p>In addition to the preceding declarations, the Applicant must indicate if any individuals, as employees, advisors, or in any other capacity (a) participated in the preparation of our Application; and (b) were employees of the Ontario Public Service ("OPS") in the past 10 years and have ceased that employment prior to the RFQ Closing Date, by selecting "Yes" or "No".</p> <p>If "Yes" is indicated, Applicants must complete the following section which relates to potential Conflict of Interest:</p> <p>The following individuals, as employees, advisors, or in any other capacity (a) participated in the preparation of our Application; and (b) were employees of the Ontario Public Service ("OPS") and have ceased that employment prior to the RFQ Closing Date.</p>	Yes/No Value
Conflict of Interest – Name of Previous OPS Employee	Name of Individual.	Text
Conflict of Interest – Job Classification of Previous OPS Employee	Job Classification (of last position within OPS).	Text
Conflict of Interest – Ministry/Agency of Previous OPS Employee	Ministry/Agency (where last employed with OPS).	Text
Conflict of Interest – Last Date of Employment of Previous OPS Employee	Last Date of Employment with OPS.	Text
Conflict of Interest – Last Supervisor of Previous OPS Employee	Name of Last Supervisor with OPS.	Text

Conflict of Interest – Job Function of Previous OPS Employee	Brief Description of Individual's Job Functions (at last position with OPS).	Text
Conflict of Interest – Nature of Participation in Preparation of Application of Previous OPS Employee	Brief Description of Nature of Individual's Participation in Preparation of Application.	Text
Conflict of Interest – Other Previous OPS Employees	Applicants to provide any additional individual(s) who may have a potential Conflict of Interest. This information must include the following: (a) Name of Individual; (b) Job Classification (of last position within OPS); (c) Ministry/Agency (where last employed with OPS); (d) Last Date of Employment with OPS; (e) Name of Last Supervisor with OPS; (f) Brief Description of Individual's Job Functions (at last position with OPS); and (g) Brief Description of Nature of Individual's Participation in Preparation of Application. (Repeat for each identified individual.)	Text
Question	Description	
Conflict of Interest – Previous OPS Employees	The Applicant agrees, upon request, to provide the Ministry with additional information from each individual identified in the preceding form prescribed by the Ministry. The Ministry will assess this information and may, at its sole and absolute discretion, conclude that an Unfair Advantage or Conflict of Interest arises and may, in addition to any other remedies available at law or in equity, disqualify the Application submitted by the Applicant.	
Disclosure of Information	The Applicant hereby agrees that any information provided in this Application, even if it is identified as being supplied in confidence, may be disclosed where required by law or if required by order of a court or tribunal. The Applicant hereby consents to the disclosure, on a confidential basis, of this Application by the Ministry to the Ministry's advisors retained for the purpose of evaluating or participating in the evaluation of this Application.	
Question	Description	Question Type
Authorized Signing Representative	Enter the Name of the Authorized Signing Representative.	Text
Title of Authorized Signing Representative	Enter the Title of the Authorized Signing Representative.	Text
E-mail Address and Telephone Number of Authorized Signing Representative.	Enter e-mail address and telephone number of the Authorized Signing Representative.	Text
Submission of Application and Authority to Bind	I, the individual indicated above, acknowledge and confirm that (a) I have authority to bind the Applicant, (b) I am submitting this Application on behalf of the Applicant; (c) the Applicant has read, understood, agrees and consents to be bound by the terms, conditions and provisions of the RFQ. Please confirm by selecting from the drop down menu. "I have read and accept the contents of this section."	Options List
Question	Description	
Instructions for Submitting Application	RFQ Applicants shall complete and save Applications to all of the required sections of the Qualification Envelope. Qualification Envelope is a generic term within the OTP system and for this particular engagement, it is used to receive RFQ Applicants Applications to the RFQ. Applicants must click "SUBMIT RESPONSE" and confirm this action by clicking "OK" to submit their Application to the Ministry. Applications submitted through the OTP online messaging function will not be accepted.	

Technical Envelope

General Attachments
Not Allowed

Applicant Instructions for Technical Envelope – Section Max Score 0

Question	Description
Applicant Instructions	Applicants must read all information in the Technical Envelope and its related attachments (if any) before submitting their Applications. Note: Plain text responses allow up to 2000 characters (including spaces and punctuation) to be entered.

File Size Restrictions when Uploading Attachments	<p>Please keep attachments to a manageable size in order to facilitate uploading to the Ontario Tenders Portal eTendering System. The portal allows individual attachments from 4Mb up to a maximum of 100Mb.</p> <p>Please note that only ONE (1) file can be uploaded for each attachment question (Rated Criteria). If your file is large or you have multiple files to attach, you can compress the data into a single compressed ZIP file.</p> <p>Attachment File Names: Use company name or company initials to keep attachments to the Application unique. Keep file name length manageable. Use of special characters (such as @!\$%#&*+=<>?) in the attachment file name should be avoided.</p>
Stage 2 – Minimum Threshold Score for Rated Criteria	<p>Applicants must meet the following thresholds to qualify for the CFP phase of the selection process.</p> <p>1) Applicants must achieve a minimum score of 65/100 points in the rated criteria questions and</p> <p>2) Applicants must achieve a minimum score for each of the following:</p> <p>Planning Category: 10 points (50% out of 20 total points allocated to Planning Category) Design Category: 10 points (50% out of 20 total points allocated to Design Category) Delivery Category: 16.5 points (50% out of 33 total points allocated to Delivery Category) Governance Category: 17.55 points (65% out of 27 total points allocated to Governance Category)</p> <p>Note: The ministry reserves the right to lower the minimum threshold score for rated criteria to ensure a sufficient number of RFQ Applicants are retained to meet requirements for the CFP stage.</p>

Planning Category: 20 Points – Section Max Score 20

Question	Description	Min / Max score	Question Type
Question 1	<p>Describe the RFQ Applicant’s relevant planning experience related to the delivery of coordinated employment and / or human services program to respond to community needs, including partnering and community-based consultations related to the development of a local plan and other planning experience related to the role of the SSM outlined in Attachment 1 – Request For Qualification for Service System Managers Employment Services Transformation.</p> <p>Ministry Evaluation Criteria:</p> <p>a. Relevant planning experience related to the delivery of either coordinated employment and / or human services to respond to community needs.</p> <p>b. Experience executing these activities in relation to systems of comparable scale and scope of the new system as described in the RFQ.</p> <p>c. Relevant experience with consultations and Delivery Partners in their local area.</p>	0/20	Text
Additional Text for Question 1	<p>The Applicant may use this additional space to provide their response to Question 1</p> <p>Please note using this additional space is not required</p>	0/0	Text
Additional Text for Question 1	<p>The Applicant may use this additional space to provide their response to Question 1</p> <p>Please note using this additional space is not required</p>	0/0	Text

Design Category: 20 Points – Section Max Score 20

Question	Description	Min / Max score	Question Type
Question 2	<p>Describe the RFQ Applicant’s relevant experience related to customizing services and programs to meet diverse client needs and preferences in a local community that you currently serve and other design and selection experience that is comparable to the role of the SSM outlined in Attachment 1 – Request For Qualification for Service System Managers Employment Services Transformation.</p> <p>Ministry Evaluation Criteria:</p> <p>a. Experience designing or customizing programs or functions to meet community needs, local conditions and client demographics.</p> <p>b. Experience taking a system approach when designing or customizing programs, including other human services areas.</p> <p>c. Comparable in scope to the SSM role as described in Attachment 1 – Request For Qualification for Service System Managers Employment Services Transformation.</p>	0/20	Text
Additional Text for Question 2	<p>The Applicant may use this additional space to provide their response to Question 2</p> <p>Please note using this additional space is not required</p>	0/0	Text

Additional Text for Question 2	The Applicant may use this additional space to provide their response to Question 2 Please note using this additional space is not required	0/0	Text
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Delivery Category: 33 Points – Section Max Score 33

Question	Description	Min / Max score	Question Type
Question 3	List up to three examples of comparable services including services to specialized groups, delivered directly to the public by the RFQ Applicant(s) within the last five years. For one of the examples, provide a brief description including an overview of the RFQ Applicant's role and responsibilities, communities served and the number of clients served. Ministry Evaluation Criteria: a. Experience providing services, including specialized groups, to the public. b. Comparable in scope to the SSM role as described in Attachment 1 – Request For Qualification for Service System Managers Employment Services Transformation	0/5	Text
Additional Text for Question 3	The Applicant may use this additional space to provide their response to Question 3 Please note using this additional space is not required	0/0	Text
Question 4	List up to three examples of services or funding arrangements managed through third party service providers / third-parties by the RFQ Applicant (within the last five years). For one of the examples, include an overview of the RFQ Applicant's role, communities served, number of clients served and outcomes achieved. Ministry Evaluation Criteria: a. Demonstrated experience managing third-party service delivery. b. Example(s) is / are comparable in scope to the SSM role as described in Attachment 1 – Request For Qualification for Service System Managers Employment Services Transformation. c. Detailed example includes RFQ Applicant's role communities served, number of clients served and outcomes achieved.	0/10	Text
Additional Text for Question 4	The Applicant may use this additional space to provide their response to Question 4 Please note using this additional space is not required	0/0	Text
Additional Text for Question 4	The Applicant may use this additional space to provide their response to Question 4 Please note using this additional space is not required	0/0	Text
Question 5	In RFQ Applicant's most recent fiscal year, how many clients from the groups below did the Applicant serve directly or through third-party service delivery organization(s) they managed? i. Indigenous people – [Enter #] ii. Francophones – [Enter #] iii. People with Disabilities requiring Specialized Services – [Enter #] iv. Youth with higher support needs – [Enter #] Ministry Evaluation Criteria: a. Demonstrated experience (# clients served).	0/5	Text
Question 6	In the RFQ Applicant's most recent fiscal year, describe how the Applicant served a client group with unique support needs not mentioned in question 3 or 4. How did the RFQ Applicant customize service delivery to meet the needs of that group? Ministry Evaluation Criteria: a. Demonstrated experience delivering services to client group with unique support needs not specified in question 3 or 4. b. Demonstrated evidence of how the service delivery was customized to meet the needs of this group.	0/5	Text
Additional Text for Question 6	The Applicant may use this additional space to provide their response to Question 6 Please note using this additional space is not required	0/0	Text
Question 7	In the RFQ Applicant's most recent fiscal year, how many low-income clients (e.g. clients receiving income support) did the RFQ Applicant serve? Ministry Evaluation Criteria: a. Demonstrated experience delivering services for social assistance clients.	0/3	Text

Question 8	Describe the RFQ Applicant's capability to deliver services using multiple service delivery channels including in-person, telephone and digital means or digital Case Management system. Ministry Evaluation Criteria: a. Demonstrated ability using multiple service delivery channels (including in-person, telephone, digital means, or digital Case Management system)	0/5	Text
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Governance, Accountability and Oversight Category: 27 Points – Section Max Score 27

Question	Description	Min / Max score	Question Type
Question 9	Describe the RFQ Applicant's experience maintaining strong accountability and performance of a local network, including but not limited to tracking performance, addressing deficiencies and achieving resolutions through performance management tools. Ministry Evaluation Criteria: a. Demonstrated experience with developing and applying performance management frameworks. b. Demonstrated experience implementing dispute resolution frameworks. c. Demonstrated experience with financial planning and in-year adjustments and reporting, against planned outcomes.	0/12	Text
Additional Text for Question 9	The Applicant may use this additional space to provide their response to Question 9 Please note using this additional space is not required	0/0	Text
Additional Text for Question 9	The Applicant may use this additional space to provide their response to Question 9 Please note using this additional space is not required	0/0	Text
Question 10	Only the attachment that was uploaded in Section 1.3.4 of the Qualification Envelope will be used to evaluate this question. The Applicant should not provide additional information for this question. The ministry will evaluate the following financial ratios: Defensive Interval Ratio, Current Ratio and Debt Ratio based on the RFQ Applicant's past fiscal year audited financial statements, including the accompanying notes. Ministry Evaluation Criteria: Audited financial statements will be assessed against three financial ratio analyses and be given a score of "good" or "poor". Each score of "good" is worth 1/3 of the available 10 points. To achieve the maximum score, an RFQ Applicant must receive "good" on all three ratios. No points are allotted for a score of "poor". Failure to submit audited financial statements will result in disqualification. Description of the financial evaluation ratios: Ratio Name: Defensive Interval Ratio Description: This ratio indicates the number of months that an RFQ applicant can operate without needing to access non-current assets. Scoring Rubric: Good: Greater than 3 months Poor: Less than 3 months Ratio Name: Current Ratio Description: This ratio measures an RFQ applicant's ability to meet its short-term obligations without raising further cash Scoring Rubric: Good: Greater than 1 Poor: Less than 1 Ratio Name: Debt Ratio Description: The debt ratio measures the proportion of assets paid for with debt Scoring Rubric: Good: Less than 1 Poor: Greater than 1	0/10	Text
Question 11	List the RFQ Applicant's policies, protocols and / or resources for maintaining the security and privacy of sensitive data. Ministry Evaluation Criteria: a. Demonstrated policies, protocols and / or resources for maintaining privacy and security of personal data.	0/5	Text