

Shared Services Canada Presents a Double Feature: “The Challenge” and “Cyber Security Procurement Vehicle”

2019-12-05

Version: 0.6E






Shared Services Canada
Services partagés Canada

Canada

Part One

It was a rollercoaster of emotion, you need to see it for yourself!





THE CHALLENGE

12.05.2019

SHARED SERVICES CANADA PRESENTS
"THE CHALLENGE"
STARRING MICHEL ANDERSON
MICHELLE BEATON: "This guy is definitely worthy of the name Michel."
BETTY-JANE HORTON: "Do I really need to work on another pilot with this guy?"
GUYLAINE CARRIERE: "J'ai ri et j'ai pleuré. Je me sentais vraiment comme si j'étais là avec lui tout au long du voyage."

Sp Adobe Spark



What does Agile Procurement mean to SSC?

Agile procurement is more than just a new way of procuring what the government needs. It is a way of collaborating to achieve the expected outcomes. It means:



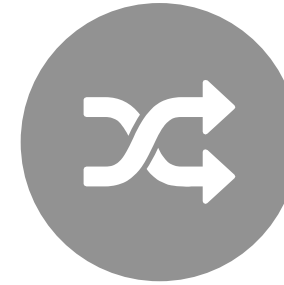
Leveraging Private Sector Expertise

Early engagement in the procurement process to explore the most suitable solutions.



Decompartmentalizing functions

Decompartmentalizing functions (Procurement, technical, security, financial and other key expertise) from design to contract management to gain internal effectiveness.



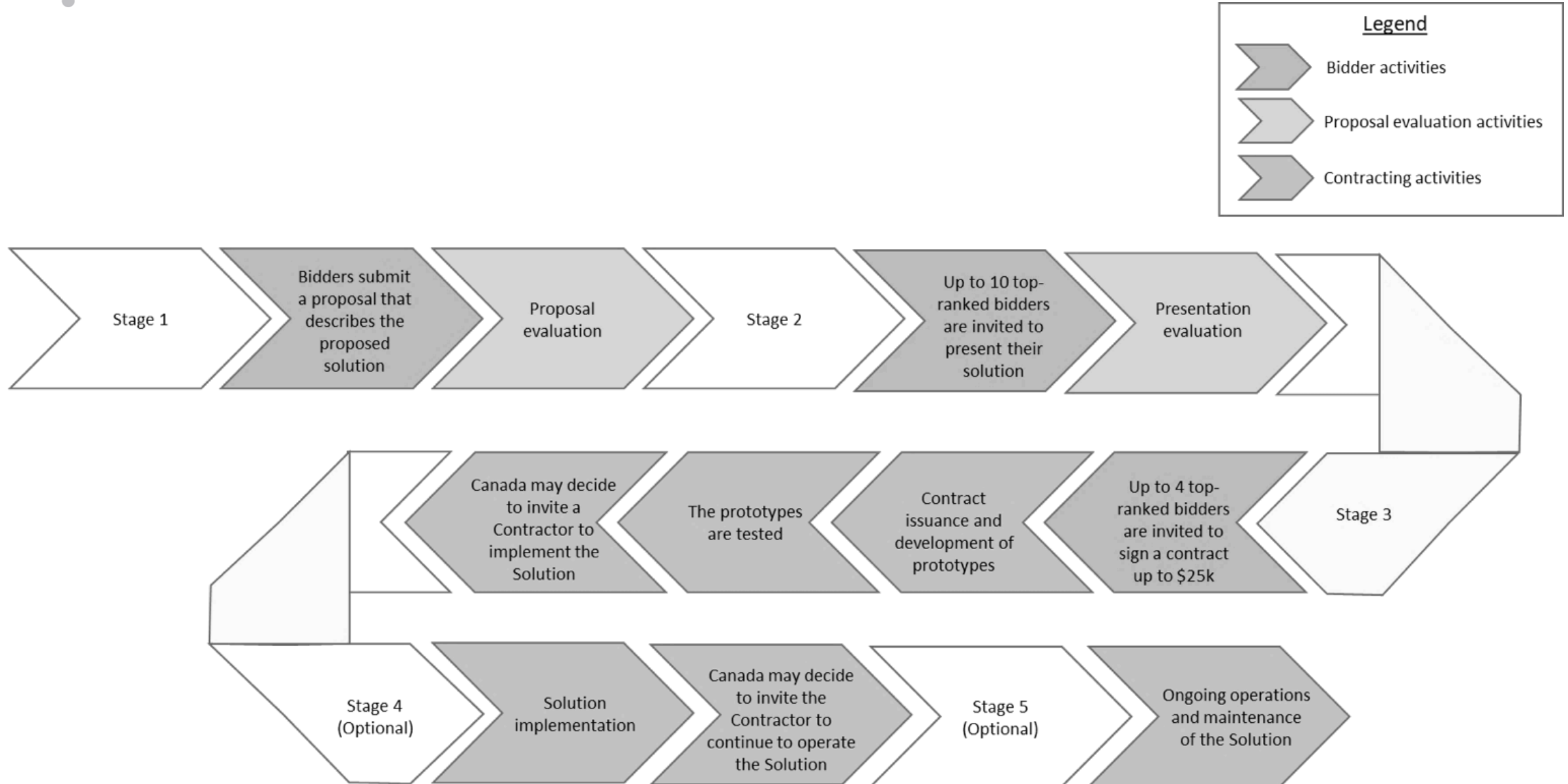
A flexible process

A flexible process that allows the GoC to move, pause or stop on the basis of tangible results mitigating the risks and integrating the testing and prototyping in procurement processes to favor the production of desired outcomes.

ACT I



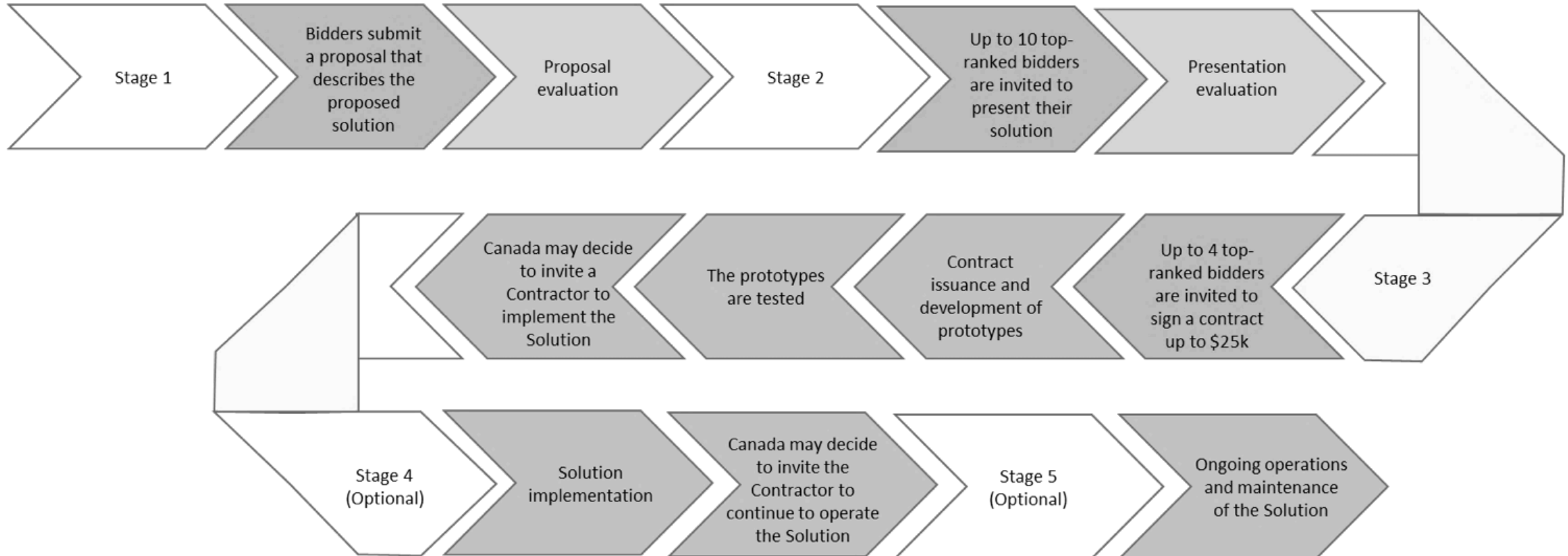
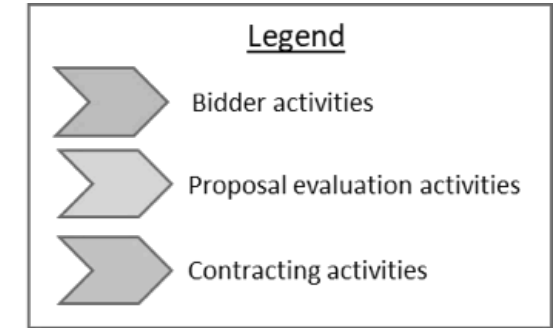
Challenge-Based Solicitation – Pilot #1 – Event Broker





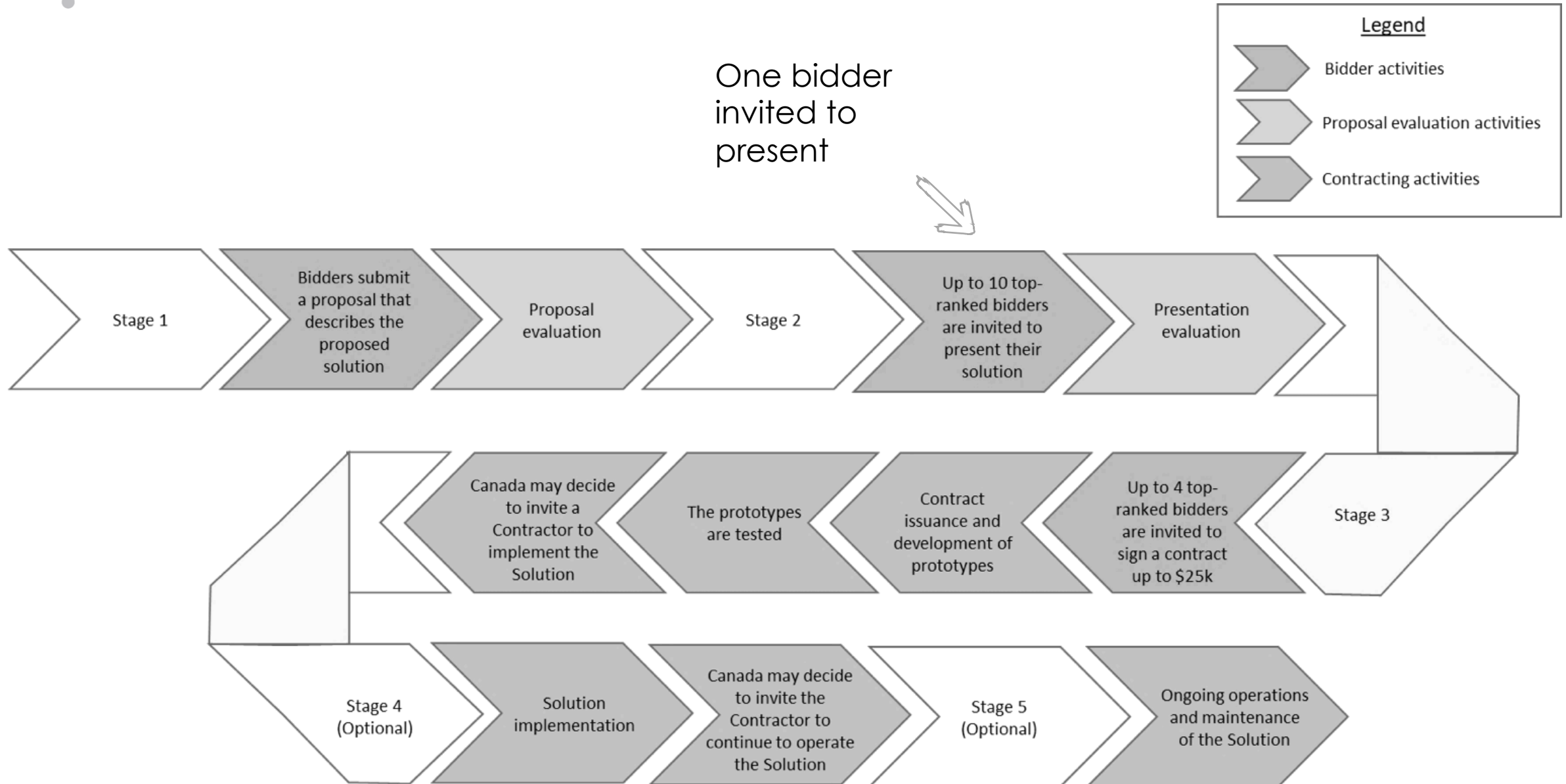
Challenge-Based Solicitation – Pilot #1 – Event Broker

Two submissions received



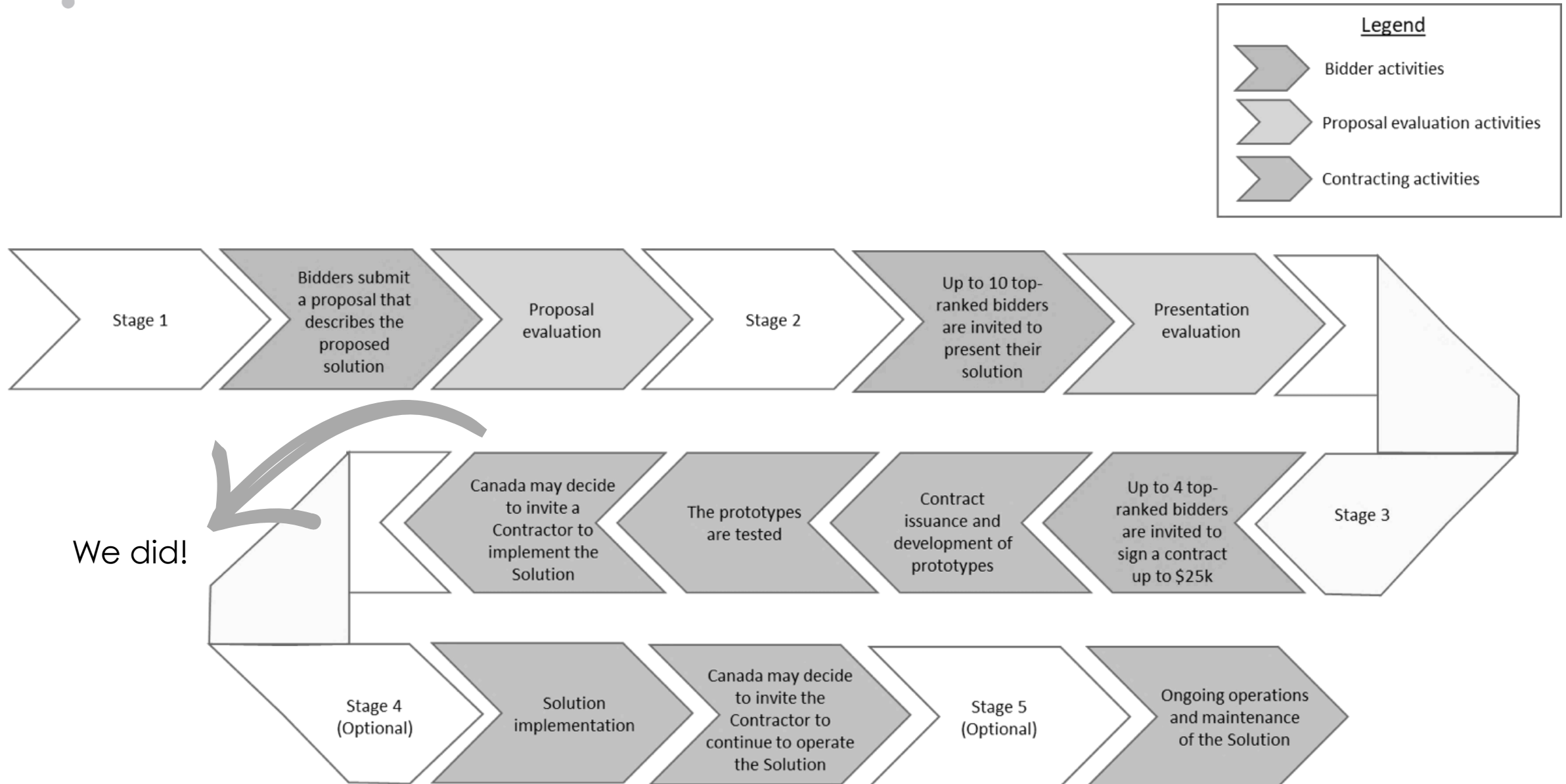


Challenge-Based Solicitation – Pilot #1 – Event Broker



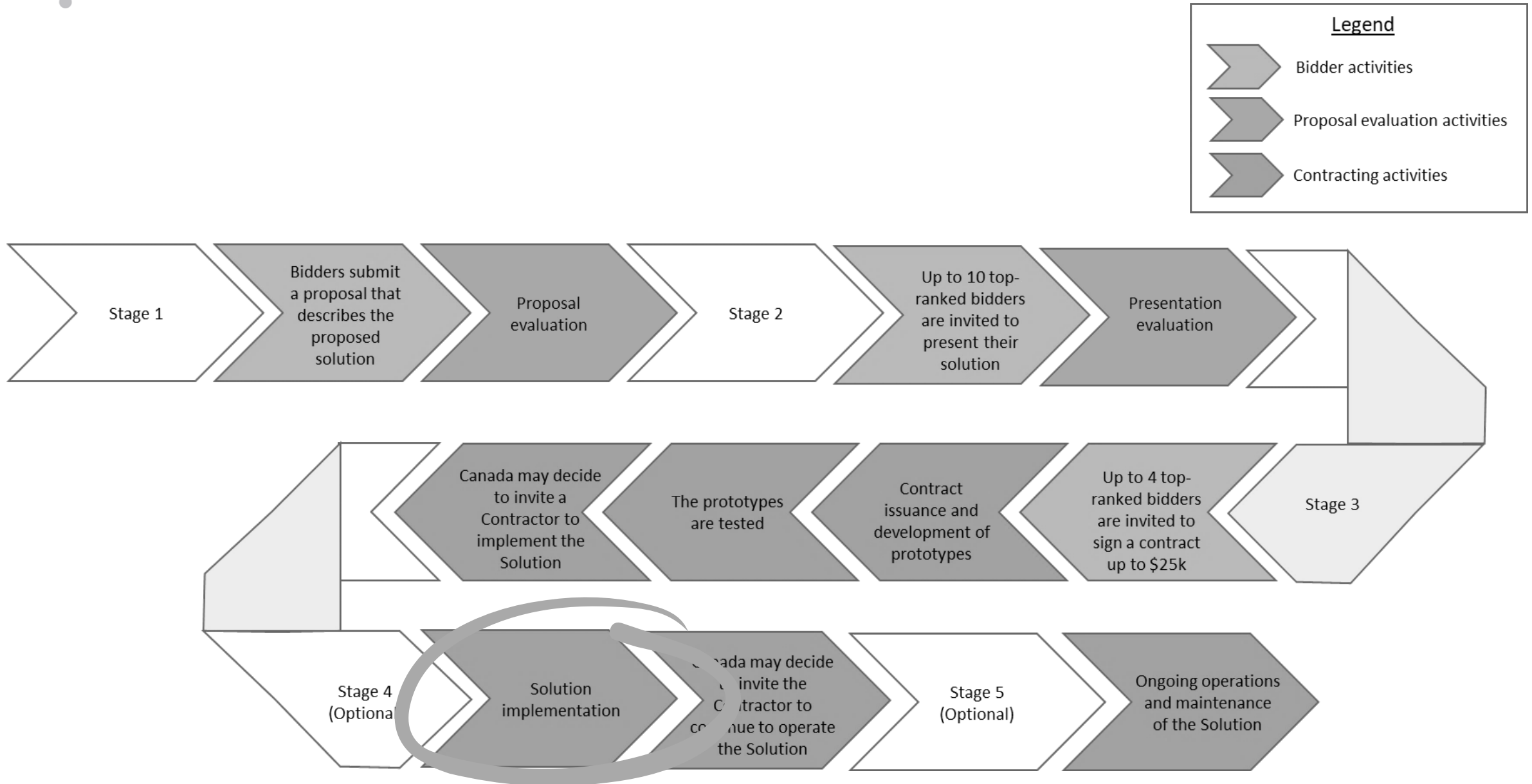


Challenge-Based Solicitation – Pilot #1 – Event Broker






Challenge-Based Solicitation – Pilot #1 – Event Broker






So what's the difference?

Traditionally we would have...	But this time we...	And this is why!
<p>Evaluated the past experience of the bidder.</p> <p>e.g. past projects, corporate history, etc...</p> 	<p>Focused on how the proposed solution:</p> <ul style="list-style-type: none">• responded to the challenge• met minimum technical requirements• Is innovative, secure, efficient, scalable, sustainable and user centric.	<p>This approach was designed to be more inclusive of Small/Medium Enterprises and untested solutions designed in response to the challenge. It focused on the future relationship with the supplier.</p>



So what's the difference?

Traditionally we would have...	But this time we...	And this is why!
Required a detailed written proposal addressing all mandatory and rated requirements	Assessed some criteria via a written proposal and assessed other criteria via presentation 	The presentation enabled real-time interaction between suppliers and evaluators leading to additional detail and clarity enabling a better assessment of the solution. This is useful as sometimes written proposals are inefficient at demonstrating the full capacity of the solution.

It worked! In response to our questionnaire we determined that the selected Contractor had never before received a contract from the Government of Canada!



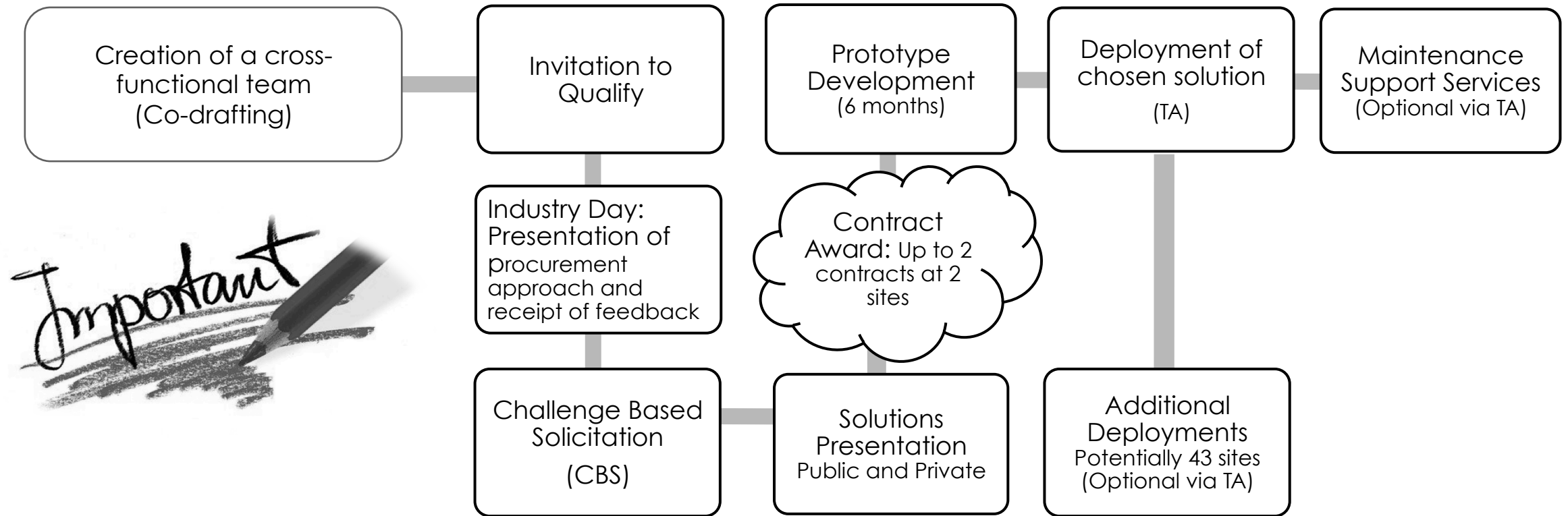
So what's the difference?

Traditionally we would have...	But this time we...	And this is why!
Awarded a contract to implement the solution	Awarded a contract to prototype the solution with options to implement solution.	An incremental approach ensures that evidence stemming from prototype testing is used to select the solution to implement. It intends to reduce the financial risk to Canada through off-ramps when results are insufficient.



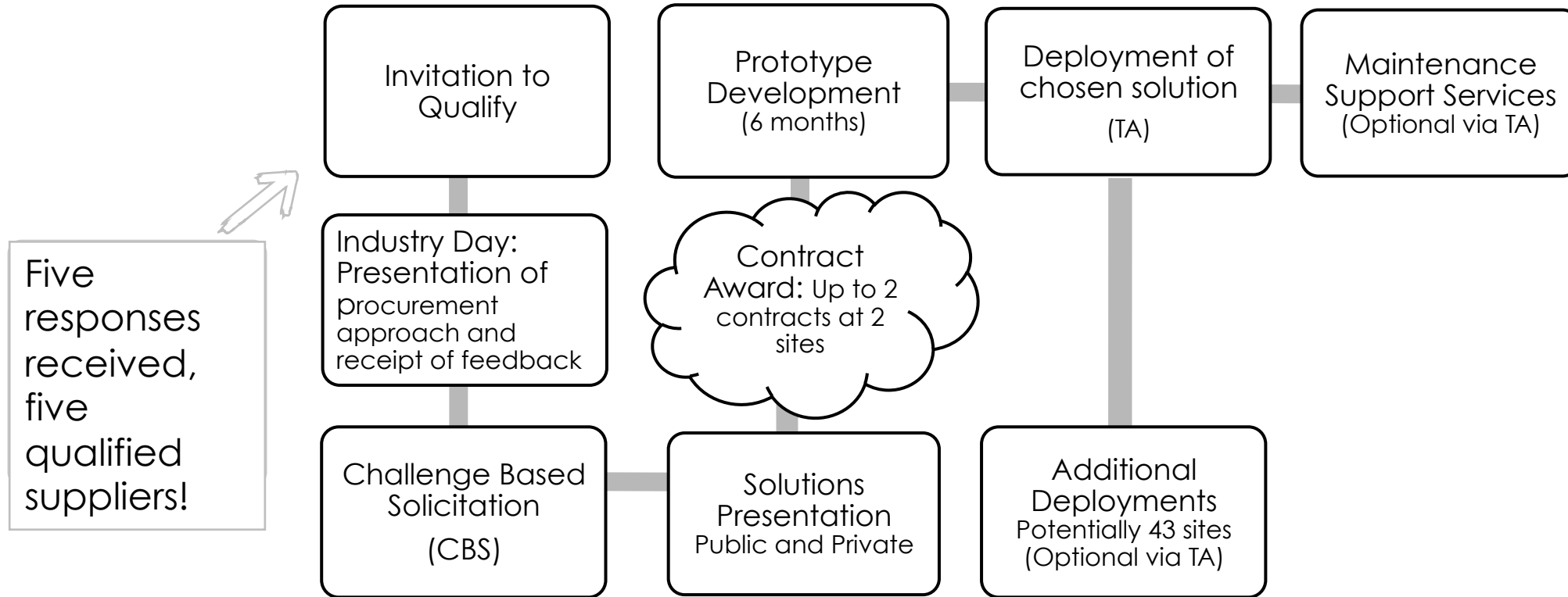


Challenge-Based Solicitation – Pilot #2



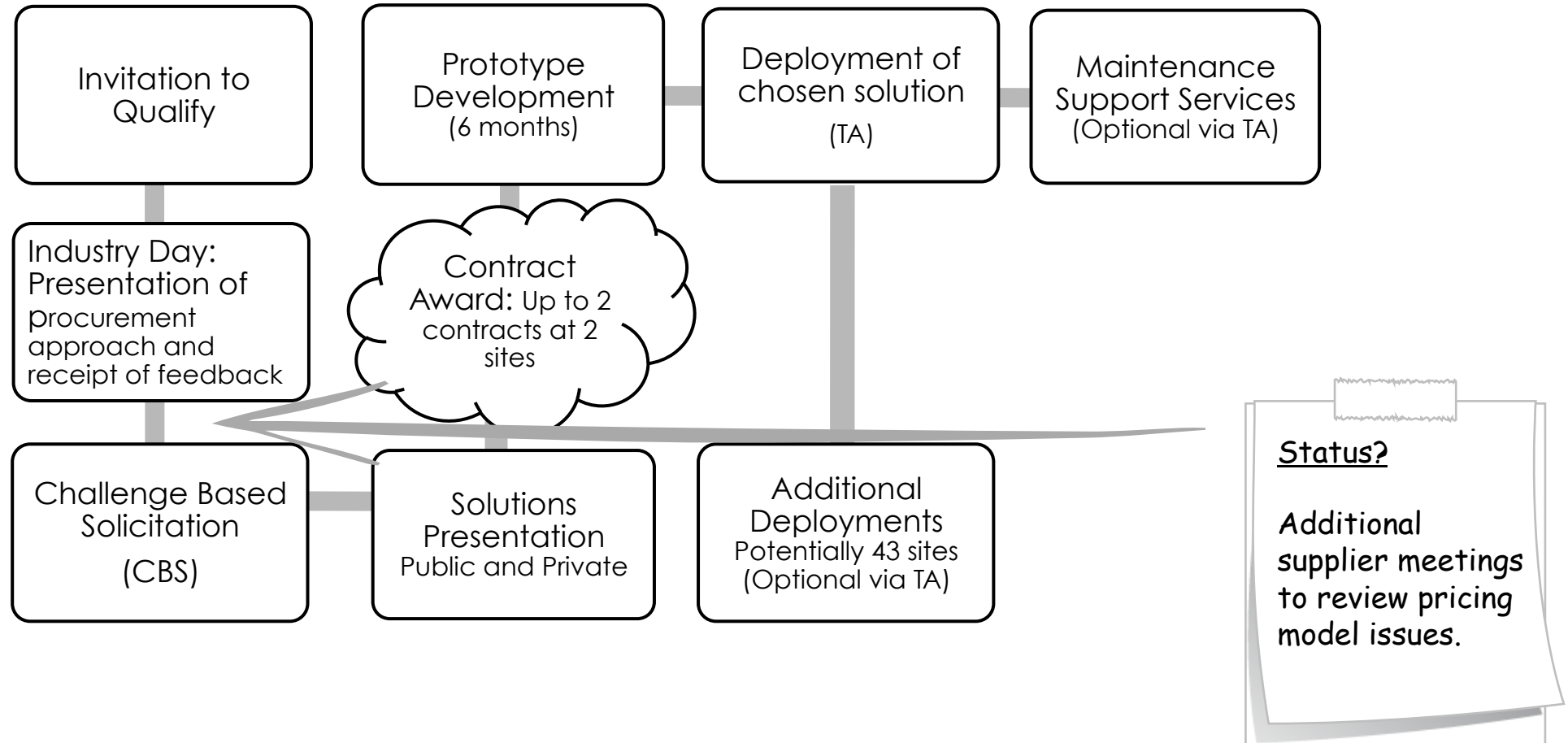


Challenge-Based Solicitation – Pilot #2





Challenge-Based Solicitation – Pilot #2





So what's the difference?

Traditionally we would have...	But this time we...	And this is why!
Had a draft Statement of Work and Evaluation Criteria at first connection with client.	Co-drafted the documents with Business, Technical and Procurement experts.	Co-drafting ensures that the process is tailored to and aligned with the perspectives of all stakeholders.
Exchanged emails and used a lot of track changes.	Leveraged working meetings to discuss ideas and make changes on the spot whenever feasible.	
Shared with Industry when posting the solicitation.	Held industry consultations post ITQ and prior to solicitation, leveraging slido for real-time anonymous feedback.	





So what's the difference?

*I can relax
knowing Proc
Mod is on the
scene.*



In Pilot #1 we:	But this time we...	And this is why!
Had written proposals and presentations.	Plan to only require written submissions to address features/options beyond presented by the supplier that go beyond what is required in the Statement of Challenge.	The goal of a good procurement is to help business achieve outcomes. By making those outcomes clear bidders may have other ideas that will further the governments agenda. Canada will have the flexibility to include these additional features in the resulting contract.



So what's the difference?

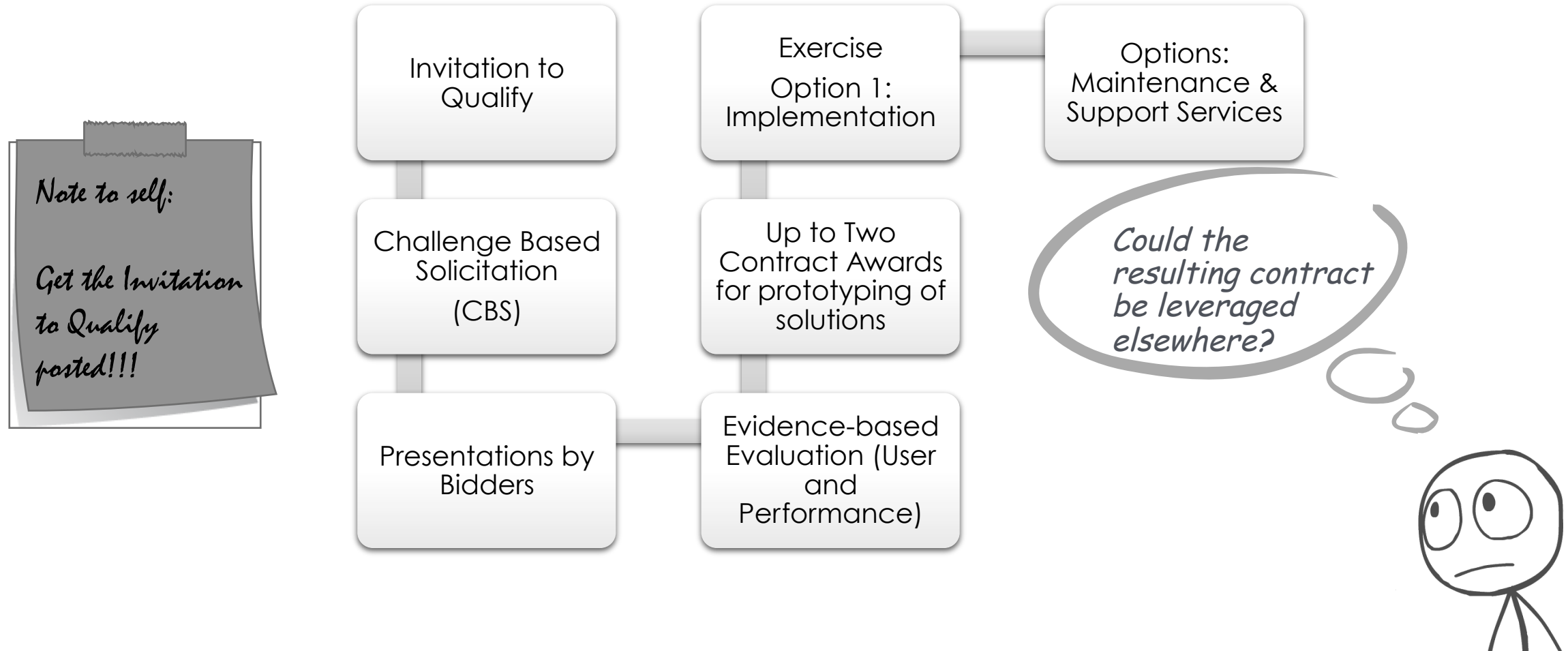
In Pilot #1 we:	But this time we...	And this is why!
Used presentations as a part of the evaluation process	Plan to go further by having a two-stage presentation process featuring Public and Private Presentations.	Suppliers tend to know the strengths and weaknesses of their competitors offerings. The public presentations will give suppliers the opportunity to submit anonymous questions that may need to be addressed either on the spot or in the private presentations.



...they just keep hitting it out of the park!



Challenge-Based Solicitation – Pilot #3 – P2P Regression Testing Solution





So what's the difference?

In Pilots #2 and #3 we:	But this time we...	And this is why!
Focused mostly on technical elements.	Engaged the services of Nilufer Erdebil CEO of Spring2Innovation to apply Design Thinking to the process.	Ensure focus is placed on the correct measures of success and include a user-centric focus in the evaluation that is often overlooked.

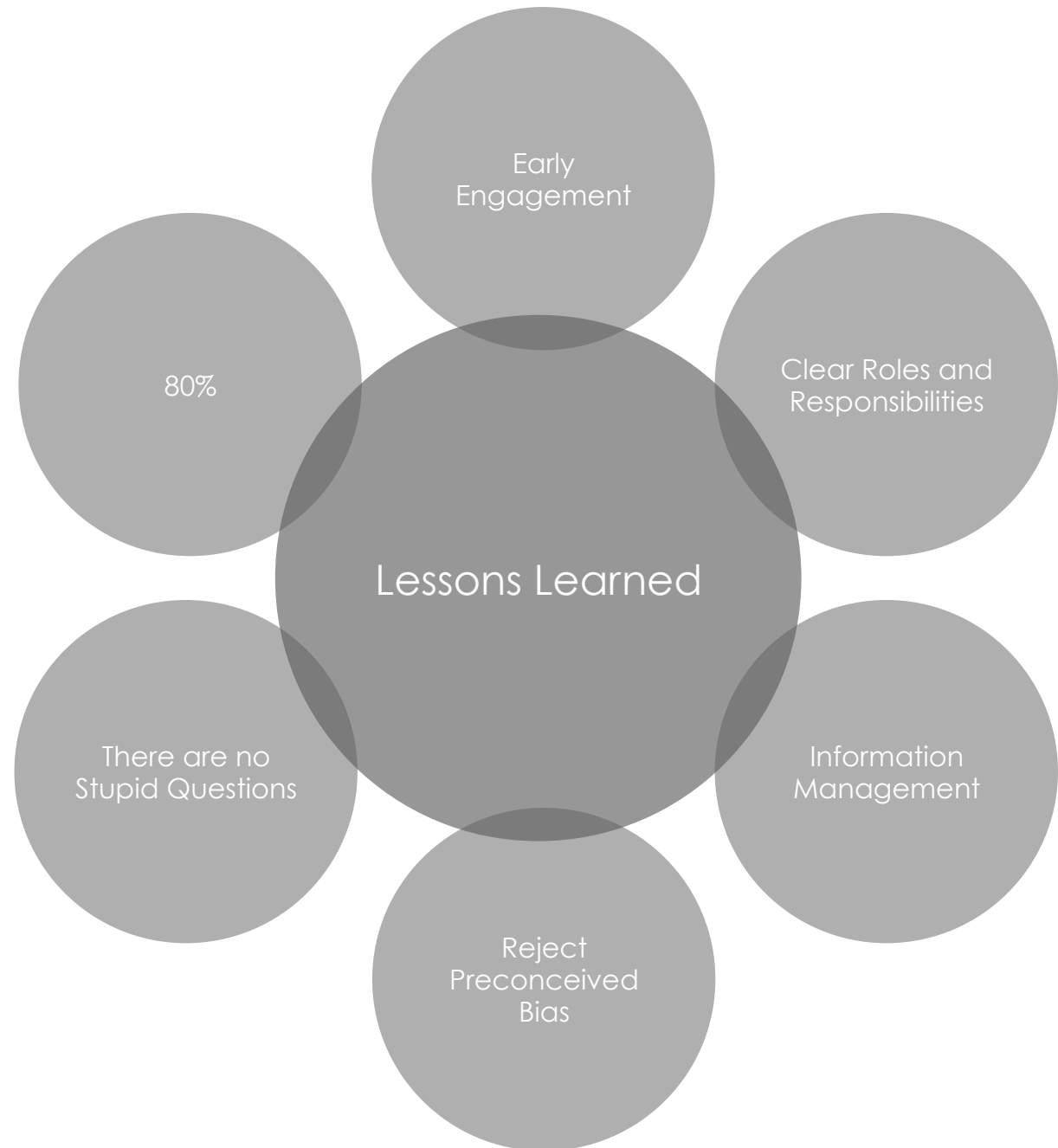


Could they really care about me, the end-user?

ACT II



Did we learn anything?



CAST

MANAGER, PROCUREMENT MODERNIZATION

Michel Anderson

MANAGER, PROCUREMENT MODERNIZATION

Suzy Bouchard

FANTASTIC CLIENT (Pilot #1)

Teresa D'Andrea

FANTASTIC CLIENT (Pilot #1)

Stephen Dugas

FANTASTIC CLIENT (Pilot #2)

Mr. Anonymous #1

FANTASTIC CLIENT (Pilot #2)

Mr. Anonymous #2

FANTASTIC CLIENT (Pilot #3)

Margaret Torrinha

FANTASTIC CLIENT (Pilot #3)

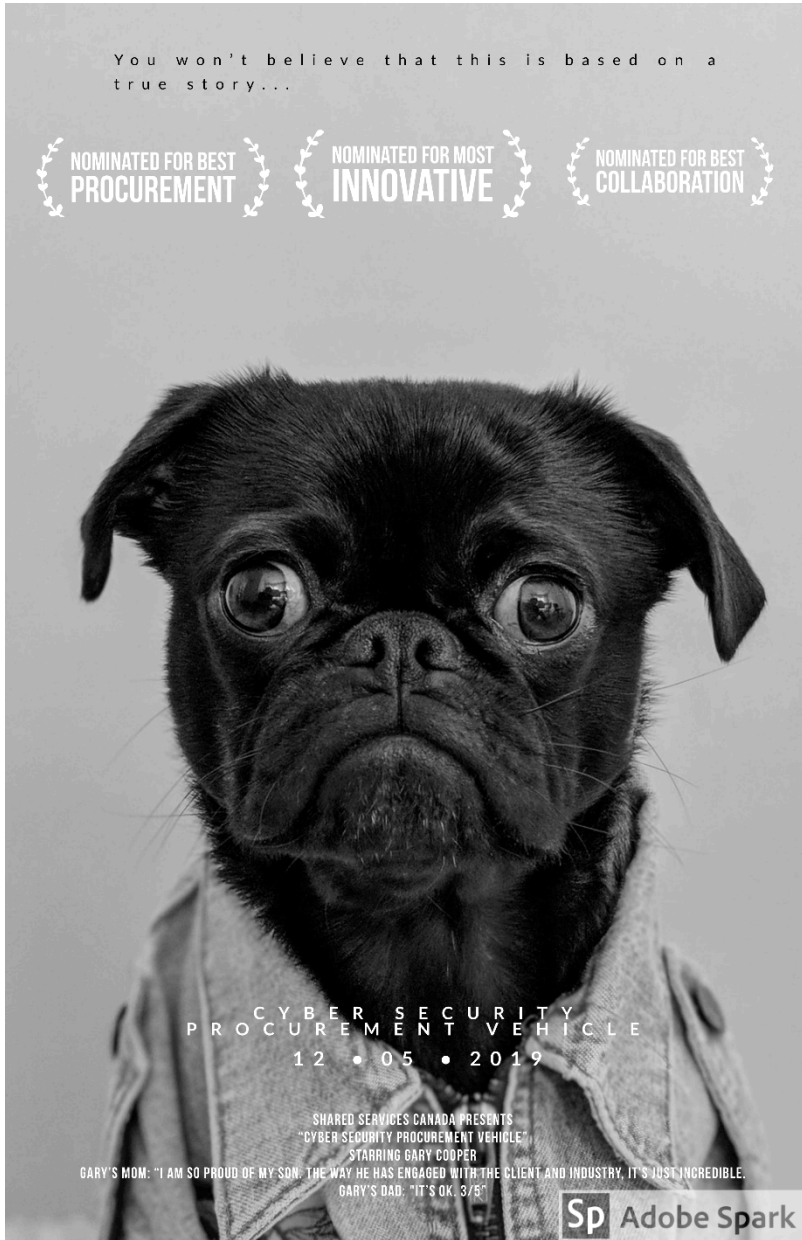
Kevin Kuna

SPECIAL THANKS TO

Robert Gagnon-Ranger
Jason Weatherbie
Tammy Maker
Alex Benay
Andrew Ralph
Caroline Bassett
Ron Parker
Sarah Paquet
Ms. Anonymous

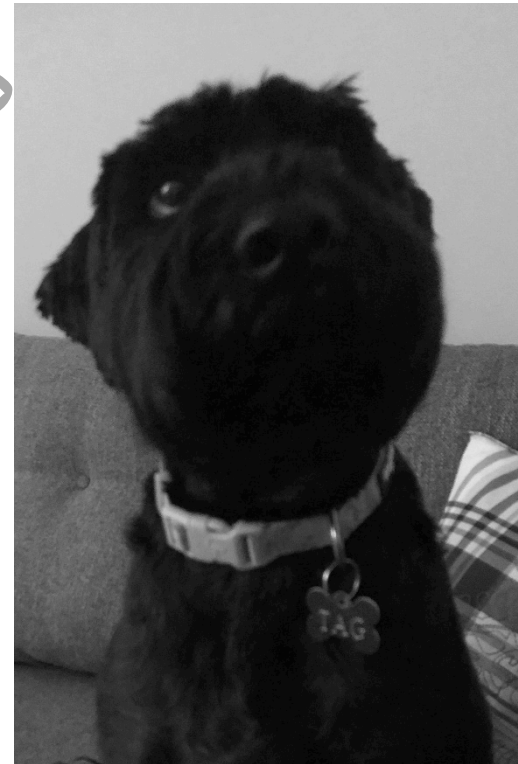
Michelle Beaton
Gary Cooper
Pat Comtois
Marc Brouillard
Priya Randev
Stephane Cousineau
Paul Glover
Mr. Anonymous #3
Geoffrey Lalor

SSC Corporate Security Team
SSC Supply Chain Integrity Team
PSPC Canadian Industrial Security Division
All suppliers who have participated in our pilots



*It captured my heart
and left me in tears
of joy, and hungry.*

Part Two

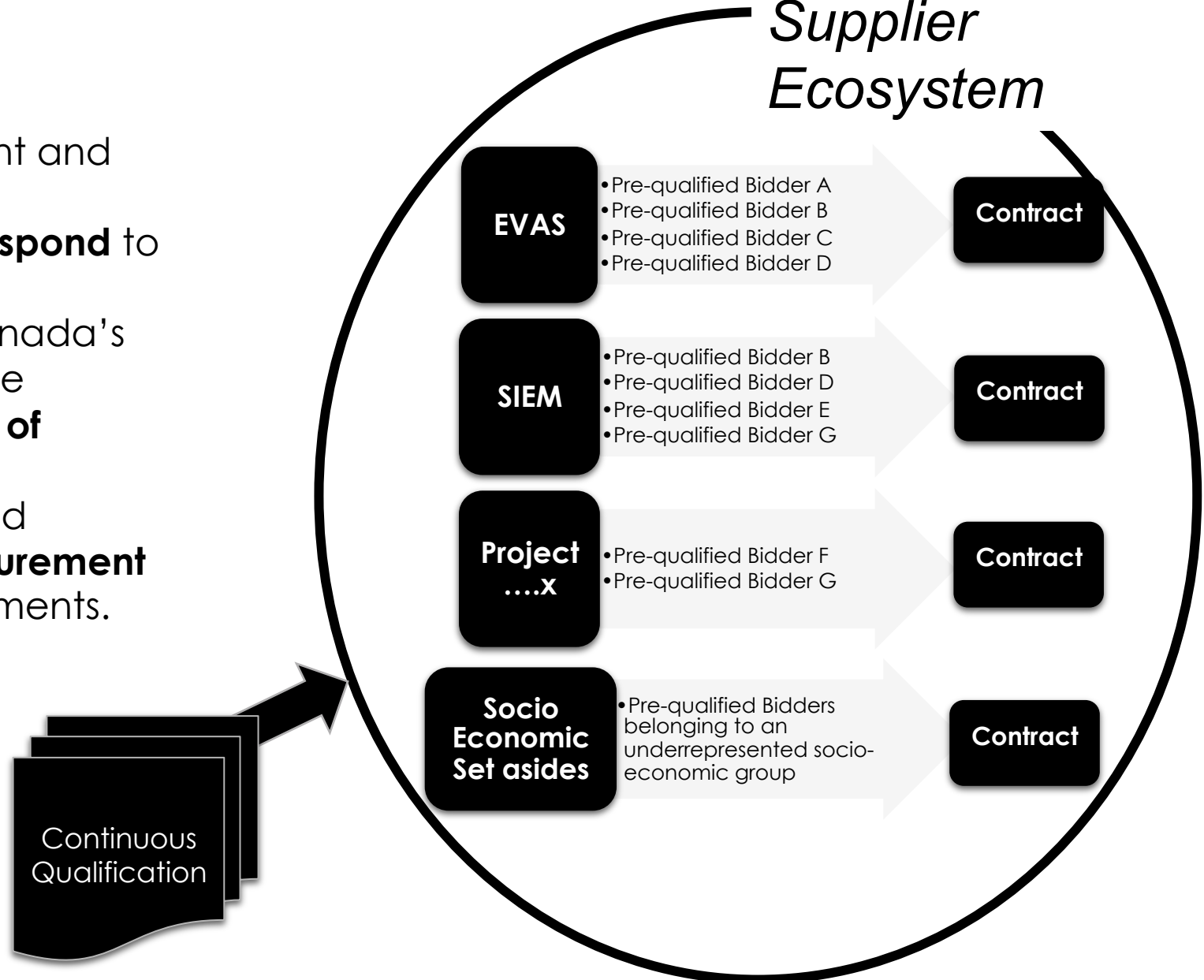




Cyber Security Procurement Vehicle (CSPV)

Create a **secure, collaborative environment** between government and industry in order to:

- provide the ability to **quickly respond** to emerging cyber threats;
- facilitate **open dialogue** on Canada's requirements in order to improve **interoperability** and **integration of technologies**;
- **increase access** and agility; and
- **simplify** and **expedite** the **procurement** of cyber and IT security requirements.

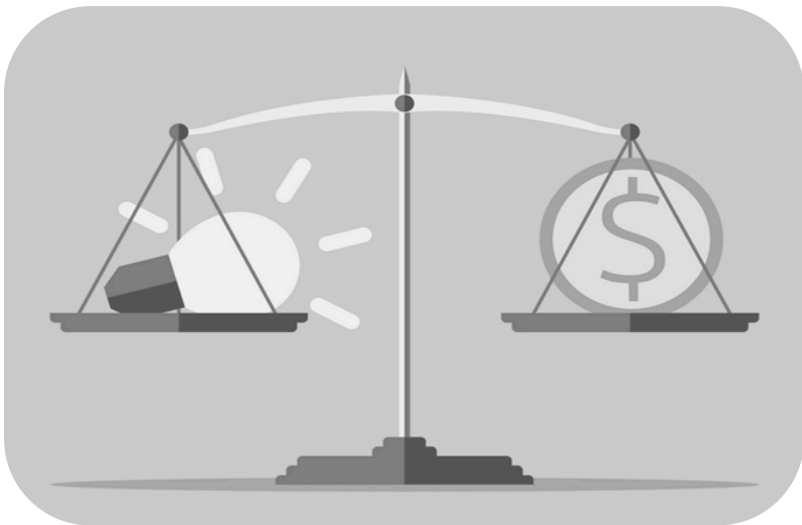




A New Way Forward

Traditional Procurement

- × Watered down requirements
- × Very similar scores in technical bid evaluations
- × Financial weighting criteria (formulae) permitted technically inferior solutions to win RFPs



CSPV

- ✓ Collaborative approach to requirement creation
- ✓ Will re-establish technical capabilities as the gating factor
- ✓ Financial only solicited and evaluated for solutions that pass the proof of solution or proof of concept

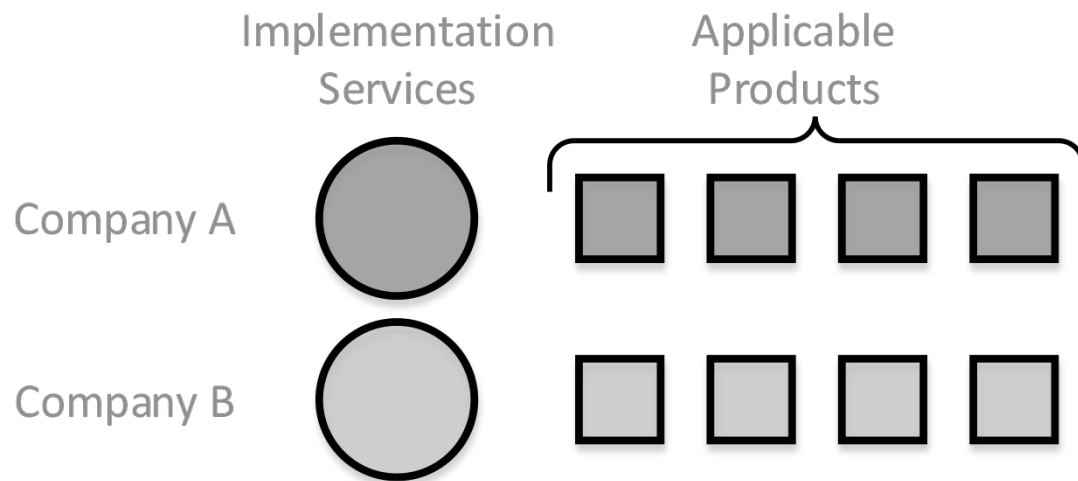




Traditional Vehicles vs. CSPV

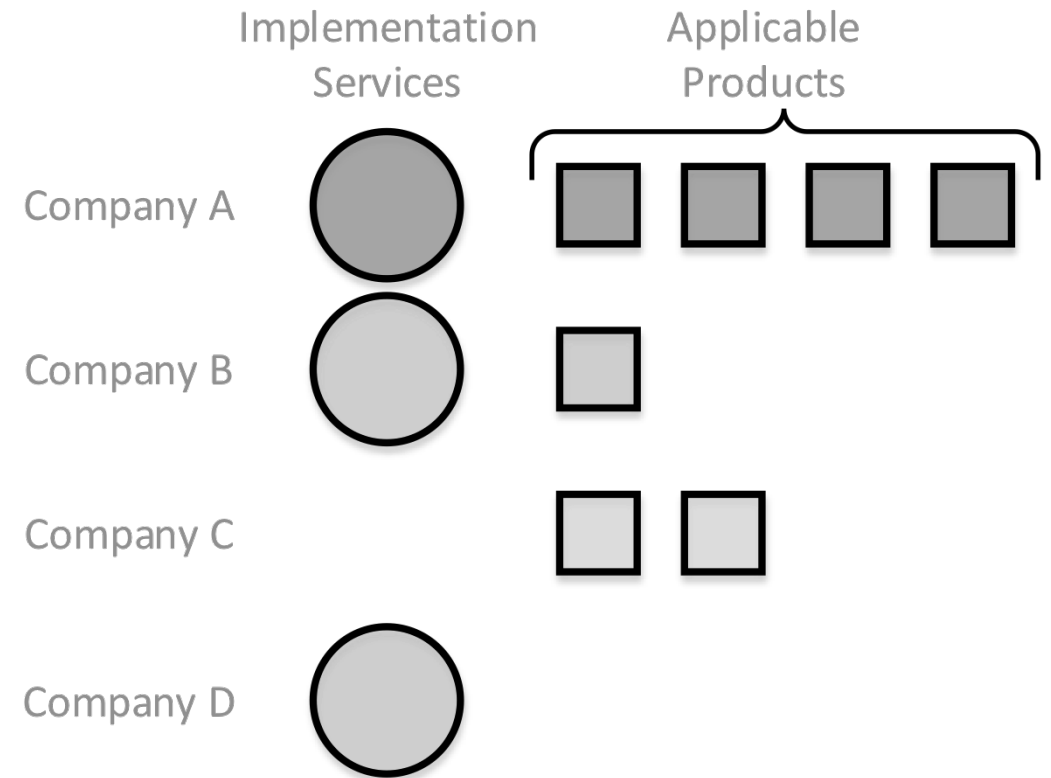
Traditional Vehicles

Force all bidders to meet the same criteria



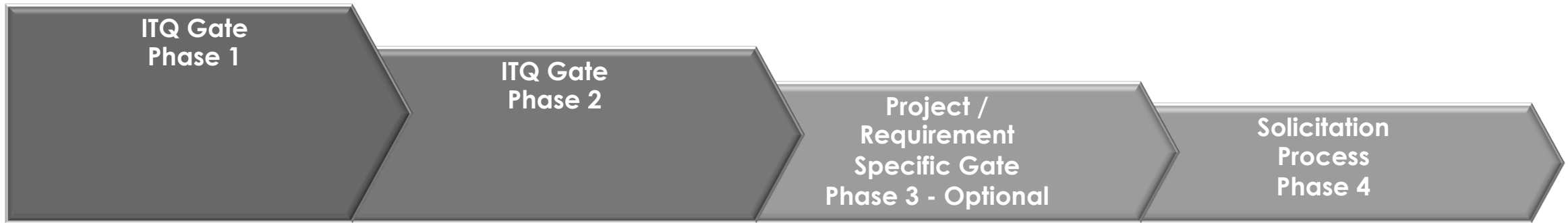
CSPV

Allows for a much more varied set of bidders with different scopes and capabilities





CSPV Procurement Process



Phase 1

Evaluate written responses to Phase 1 Mandatory requirements.

Businesses can self-identify as belonging to an underrepresented socio-economic group, making them eligible for potential project/requirement specific set-asides in later phases.

Phase 2

Respondents will present their responses to the Phase 2 Rated Requirements.

Respondents who successfully pass Phase 2 become Qualified Respondents and will be added to the Secure Supplier Ecosystem (SSE).

Phase 3 - Optional

An optional phase linked to specific projects or requirements.

Qualified Respondents will be further assessed using a variety of Evaluation Mechanisms in an iterative manner, in order to create a final pool of qualified vendors before proceeding to Phase 4.

Phase 4

Qualified Respondents will be invited to participate in a traditional or innovative solicitation process.



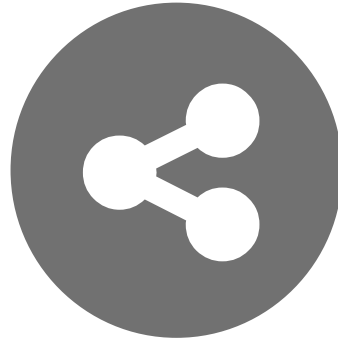
CSPV Procurement Process – Phase 1

ITQ Gate
Phase 1

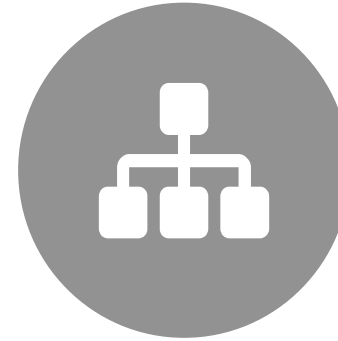
Mandatory Requirements



M1 – Experience
providing cyber
security products
or services



M2 – Corporate
experience &
grants



M3 – Socio-
economic survey &
scenarios



CSPV Procurement Process – Phase 2

ITQ Gate
Phase 2

Rated Requirements



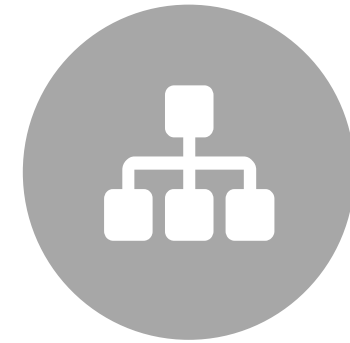
R1 – Understanding
of cyber threat
landscape



R2 – Corporate
capacities to
support SSC's
mandate



R3 – Capacity to
provide assistance
to Canada in the
event of a critical IT
security issue



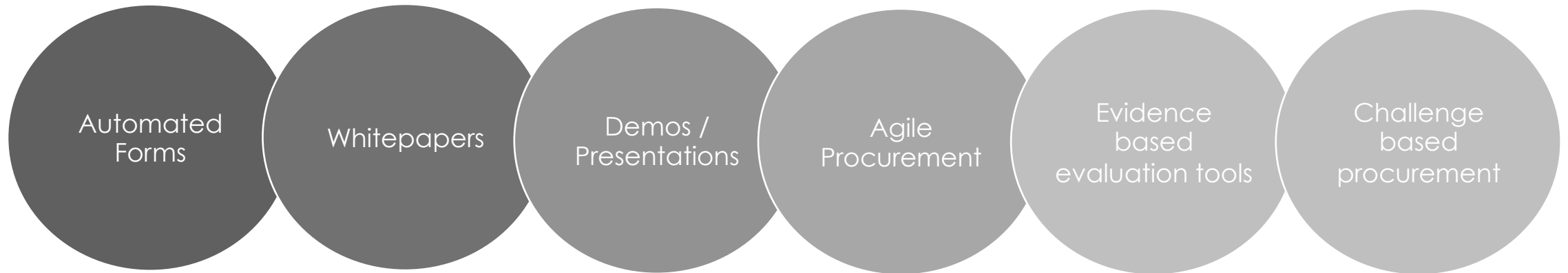
R4 – Socio-
Economic Benefits
plan & scenarios



CSPV Procurement Process – Phase 3

Project / Requirement
Specific Gate
Phase 3 - Optional

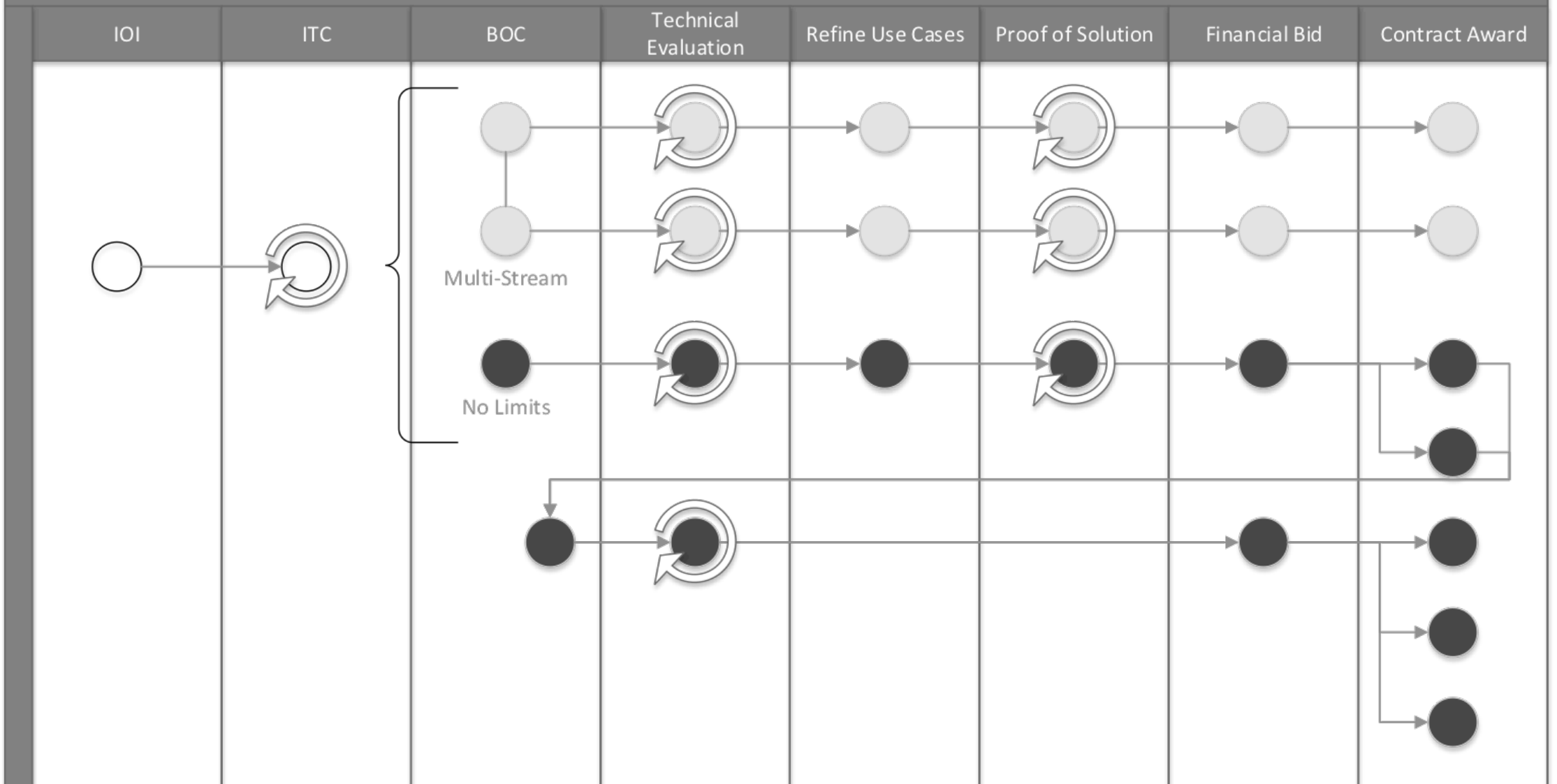
An optional phase with a purpose to shortlist Qualified Respondents for Specific Projects/ Requirements by using a variety of Traditional and Innovative Evaluation Mechanisms.





CSPV Shorthand

CSPV Shorthand Flowchart of Some Potential Use Cases

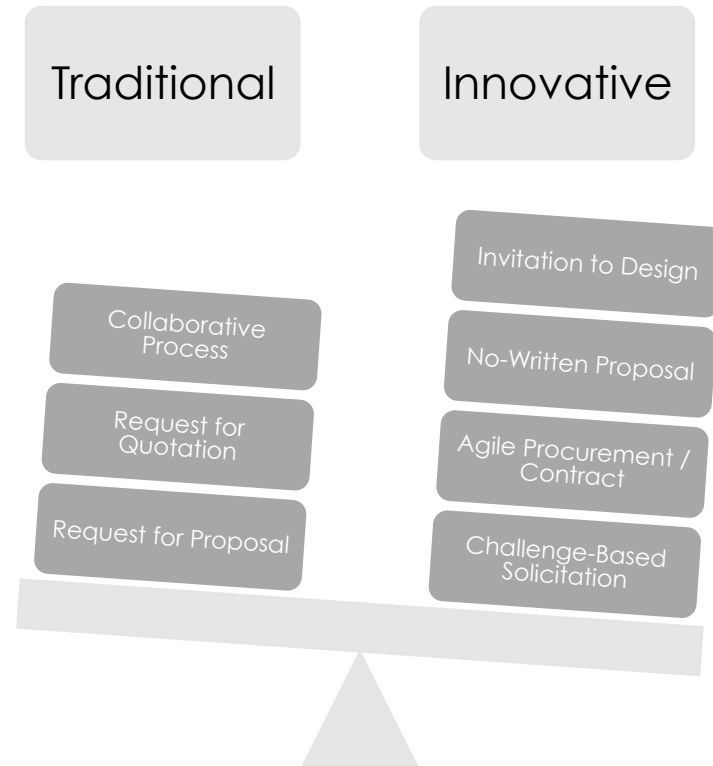




CSPV Procurement Process – Phase 4

Solicitation Process Phase 4

The final phase of the CSPV Procurement Process will identify Suppliers for specific Cyber Security program related requirements by using a variety of Traditional and Innovative Solicitation Processes.





CSPV Framework



Secure Supplier Ecosystem

The Invitation to Qualify led to the creation of a Secure Supplier Ecosystem that includes various approaches to awarding contracts.



Rules of Engagement

The Rules of Engagement outlines the parameters for interaction between SSC and Industry within the CSPVs Secure Supplier Ecosystem.



Vendor Performance

Shared Services Canada may track the performance of its suppliers and this information may be considered by Shared Services Canada in decisions about future contract opportunities.



Socio Economic Capacity

Shared Services Canada may consider the Socio Economic capacities of suppliers for future contracting processes.



Cyber Security Procurement Vehicle (CSPV) Dashboard

 Total Responses: 96



Phase 1 in Progress

0



Phase 2 in Progress

0



Qualified Respondents

84

% of total responses

0%

0%

88%



Unsuccessful – 8

8%



Withdrew – 4

4%



Next Submission Deadline – TBD



Lessons Learned

*I wish I knew then
what I know now...*

