

PROGRAM AGREEMENT

THIS AGREEMENT is between **CANOE PROCUREMENT GROUP OF CANADA**, a tradename of the Rural Municipalities of Alberta, a corporation incorporated pursuant to the laws of Alberta ("**CANOE**") and:

Supplier Legal Name: HGS Canada Inc

Supplier Corporate Jurisdiction: P.O. Box 20102, Charlottetown, PEI, C1A9E3

(the "**Supplier**"), as of

Date of Agreement: May 1, 2026 regarding

RFP No. CAN-2026-002

RFP Title Implementation Services for Enterprise Resource Planning (ERP) Software

(the "**RFP**").

BACKGROUND

- A. Canoe is a public agency serving as a national municipal contracting agency for its Members, and in that capacity issued the RFP for the purchase of goods and/or services.
- B. The Supplier is engaged in the business of selling some or all of those goods and/or services, and responded to the RFP.
- C. Canoe wishes to enter into an agreement with the Supplier for the purchase of goods and/or services by Members, pursuant to a purchase program administered by Canoe.
- D. The Parties wish to set out the terms and conditions upon which those purchases will occur, and under which the purchase program will be administered.

NOW THEREFORE, in consideration of the premises and the mutual covenants herein contained and of other good and valuable consideration (the receipt and sufficiency of which are hereby acknowledged by each Party), the Parties hereby agree as follows:

ARTICLE 1 INTERPRETATION

1.1 Definitions

In this Agreement the following terms have the corresponding meanings.

"**Administrative Fee**" means the fee paid by the Supplier to Canoe as described in this agreement (Administrative Fee) and protected under FOIPPA.

11.11 Further Assurances

Each Party will take all necessary actions, obtain all necessary consents, file all necessary registrations and execute and deliver all necessary documents reasonably required to give effect to this Agreement.

11.12 Counterparts

This Agreement may be executed in any number of counterparts. Either Party may send a copy of its executed counterpart to the other Party by Electronic Transmission instead of delivering a signed original of that counterpart. Each executed counterpart (including each copy sent by Electronic Transmission) will be deemed to be an original; all executed counterparts taken together will constitute one agreement.


IN WITNESS WHEREOF the Parties have executed this Agreement as of the date first written above.

CANOE PROCUREMENT GROUP OF CANADA

By:  Tyler Hannemann (May 20, 2026 10:36:23 MDT)

Name: Tyler Hannemann

Title: General Manager

By:  _____

Name: Stéphanie Dion

Title: Manager of Procurement

Supplier Legal Name: HGS Canada Inc

By:  Natarajan Radhakrishnan (May 25, 2026 12:54:12 CDT)

Name: Mehul Thakkar

Title: Vice President – Sales & Client Relations

SCHEDULE "A"
RFP PARTICULARS

PART B – RFP PARTICULARS

A. THE “DELIVERABLES”

SOLUTIONS-BASED SOLICITATION

This solicitation process is structured as a solutions-based solicitation, indicating that Canoe is seeking services aligned with the general requirements outlined in the scope of this RFP and consistent with widely accepted industry standards.

The objective of this RFP is to identify and engage qualified suppliers capable of delivering Implementation Services for Public Sector Enterprise Resource Planning (ERP) Software to support the operational needs of municipalities, cities, provincial governments, academic institutions and healthcare organizations. Proponents may include related services provided these are complementary to the proposed commodities.

B. REQUESTED SERVICES

Canoe is seeking proposals from qualified suppliers for Implementation Services for ERP Software.

The Proponent will be required to provide professional services with the technical expertise and management required to modernize Canoe Member's digital infrastructure while updating business functions to improve data accuracy and operational efficiency.

Canoe has engaged with over 70 public agencies in preparation of this RFP in Q4 of 2025.

Many are users of legacy platforms which will no longer offer mainstream support within the next couple years.

Core Service Categories

- **Vendor selection support:** As required, assist Canoe Members in identifying the most suitable ERP software before the implementation begins. The proponent will act as an expert advisor to guide Members through a structured needs assessment process. This service includes gathering detailed business requirements from stakeholders, create the necessary technical specifications, coordinate software demonstrations and perform a fit gap analysis to identify system limitations, etc.
- **ERP solution roadmap:** create and maintain an ERP solution roadmap to align with Canoe Members' business objectives and needs including a strategic roadmap, stakeholder engagement, implementation timeline, milestones, etc.
- **Business process engineering:** evaluate existing operations to identify inefficiencies. They redesign workflows to align with industry best practices and the functional capabilities of the ERP platform.
- **Technical architecture and configuration:** design the system environment. This includes configuring software modules, developing integrations with external applications, and ensuring the platform meets Canadian cybersecurity and data residency standards as required by Canoe Members.
- **Data governance and migration:** execute a comprehensive data strategy including

extract, clean, and validate legacy data to ensure a seamless transition into the new database architecture without compromising data integrity.

- **Organizational change management:** deliver structured training programs and communication plans to minimize operational downtime and manage the transition for personnel. User adoption is critical for Canoe Members.
- **Quality assurance and deployment:** conduct end-to-end system testing and User Acceptance Testing (UAT) as well as manage the final deployment to the live environment and provide immediate technical stabilization.
- **Post-Deployment technical support:** provide ongoing technical maintenance and help desk services following the system launch. This includes incident management, software patching, and performance monitoring to ensure the system remains stable and secure.

Services offered:

Proponents are expected to provide a broad selection of services at reduced prices, offering better value than they typically would to federal and provincial governments, municipalities, cities, academic institutions and school boards. These services are designed to support or Canoe Members with the implementation of their ERP solution.

Canoe prefers suppliers that provide a sole source of responsibility for the services provided under a resulting master agreement. If a proponent is including services of its subsidiary entities, the proponent must also identify all included subsidiaries in its proposal. If proponent requires the use of subcontractors to provide the services, the proposal must address how the services will be provided to Members, and describe the network of subcontractors that will be available to serve Members under a resulting Program Agreement.

It is expected that proponents have knowledge of all applicable industry standards, laws, and regulations and possess an ability to market and distribute the services to Members.

ERP Software solutions available to Canoe Members:

Canoe Members currently have access to Microsoft software solutions under its technology program. <https://canoeprocurement.ca/program/technology-program/>

Canoe currently has a request for proposal for ERP Software Solutions which is available at <https://canoe.bidsandtenders.ca/Module/Tenders/en/Tender/Detail/e0b77942-3a19-4910-8762-b7cb739d2264> where OEMs interested are listed.

Canoe expects to award contracts to multiple software OEMs as part of RFP CAN-2026-001 for the following types of ERP software solutions:

Model 1. Integrated ERP Suite solution

A single, unified Enterprise Resource Planning system that delivers the core administrative functions—finance, HR/payroll, procurement, budgeting, taxation, utilities, reporting—within one integrated platform and one data model. These systems are designed to operate as a cohesive whole rather than as combined standalone applications.

Model 2. Best-of-Breed solutions

An ERP solution delivery approach where the ERP platform provides core administrative functions and specialized third-party applications are used for specific business needs. The ERP must expose open, well-documented APIs to support secure, reliable integration, and must remain the primary system of record for administrative data.

Model 3. Specialty Municipal Systems solutions

Smaller-scope municipal systems that provide important but limited administrative functionality (such as AP automation, taxation, utility billing, or legacy finance functions) but do not constitute a full ERP solution as described above. Software for emergency management, land-use planning, permitting, GIS or inspections are not included in this category.

1. Utilization of the contract – Canoe members

Canoe Members may choose but are not obligated to utilise the services during the term of the agreement. There is no minimum guarantee of usage.

2. Requirements

Proponents are expected to submit a comprehensive proposal that clearly demonstrates the overall best value in alignment with the scope outlined in this Solicitation. The evaluation of best value will encompass, but is not limited to, consideration of the following components within your RFP submission:

- Competitive pricing across the span of services offered beyond a defined service offering.
- Proponents must specify any costs that are excluded from the pricing of their proposed product or service. These might include expenses such as installation, setup, required training, or initial inspections. In addition, proponents should explain any distinctive distribution or delivery options that are part of the proposal.
- Our Members frequently inquire about several aspects, including: the speed and cost of accessing services, procedures for service access, establishing their own review processes, potential location constraints, user-friendliness of service access, support for the local economy, compliance with trade agreements, advantages for their entities when utilizing this contract, availability of knowledgeable contacts for inquiries, commitment to customer care, expected service quality, and potential impacts on their operations and financial outcomes.

To support an industry leading value-based solution, Canoe is requesting that all interested proponents provide a thorough and comprehensive description of their ability to provide the Deliverables when answering the specification questionnaires in the Procurement Portal.

D. MANDATORY SUBMISSION REQUIREMENTS

1. Submission and Specification Questionnaires

Proponents must answer specification questionnaires directly into Canoe's Procurement Portal. Proposal materials should be prepared and submitted in accordance with the instructions in the Procurement Portal, including any maximum upload file size.

Proponents should refer to the instructions in the Procurement Portal and provide all required information in accordance with the instructions provided.

2. Pricing

Each proposal must include pricing information that complies with the instructions set out in the Procurement Portal.

E. MANDATORY TECHNICAL REQUIREMENTS

i. The Proponent must meet the following mandatory requirement(s). Proponents who do not meet the mandatory technical requirement(s) will be deemed non-compliant and their proposal will not be evaluated further.

ii.

Mandatory Requirements – All Proponents	Required Documentation
<p>Information Security. The proponent must hold a valid ISO 27001 certification or equivalent international standard, or provide a current SOC 2 Type II or NIST 800-53 audit report or CyberSecure Canada Certification or Canadian Program for Cyber Security Certification (CPCSC) Level 1 or 2 certification.</p>	<p>Attach a copy of the certificate or the executive summary of the SOC 2 or NIST 800-53 report in the procurement portal.</p>
Mandatory Requirement - Software Partnership	Required Documentation
<p>Proponent who claim to be certified implementation partner or have certification for the ERP software(s) solutions they include in their proposal response must provide proof of certification from the software OEM(s) or provide evidence of an equivalent partnership status with a comparable cloud service provider or technology vendor.</p>	<p>Attach a formal letter or certificate from the software manufacturer or service provide confirming partner/certification status in the procurement portal.</p>

Proponents should refer to the instructions in the Procurement Portal and provide all required information in accordance with the instructions provided in the Procurement Portal.

F. PRE-CONDITIONS OF AWARD

- Submission of proof of insurance
- Satisfactory reference check if required by Canoe

G. EVALUATION CRITERIA

The following sets out the categories, weightings, and descriptions of the rated criteria of the RFP. Proponents who do not meet a minimum threshold score for a category will not proceed to the next stage of the evaluation process.

Proponents must provide their response in Canoe's procurement portal.

Non-Price Rated Criteria Category	Points	Minimum points
Experience -Public sector experience and expertise with ERP implementation services	20	15
Program offering -ERP Software solution and selection process -Member access to program offering -Scalability and staffing -Technical Support	15	10
Risk identification and mitigation plan -Proactive risk mitigation and reduction of impact to budget, timelines, scope	15	11
Situational questions	15	11
Engagement, sales, marketing and internal training plan	10	7
Subtotal	75	54
Pricing Classification -Discounts offered	25	
Total Points	100	

Proponents should refer to the instructions in the Procurement Portal and provide all required information in accordance with the instructions provided in the Procurement Portal.

H. PRICE

Pricing is worth 25 points of the total score.

Instructions on How to Provide Pricing

- (a) Proponents should submit their pricing information electronically within the Procurement Portal.
- (b) Rates must be provided in Canadian funds, exclusive of all applicable duties and taxes.
- (c) Unless otherwise indicated in the requested pricing information, rates quoted by the proponent must be all-inclusive and must include all labour and material costs, all travel

and carriage costs, all insurance costs, all costs of delivery, all costs of installation and set-up, including any pre-delivery inspection charges, and all other overhead, including any fees, duties, tariffs or other charges required by law.

I. AWARD

There are 3 classifications of award:

Group 1. Partners: All proponents within 8 points of highest score.

Group 2. Non-partners: all proponents within 8 points of highest score.

Competitive Range

Canoe intends to award contracts to all proponents within the Competitive Range. This method ensures Canoe Members have access to high quality vendors and a diverse choice of solutions to meet their needs.

Canoe will rank all proponents by their total score. The Competitive Range includes the highest-ranked proponent and all subsequent proponents whose total scores fall within a 8% difference of the highest score. On a 100-point scale, the margin is 8 points below the top score.

If fewer than four proponents fall within the initial 8% range, Canoe will expand the range to include the highest-ranked proponents. In this case, the score of the second last-ranked proponent becomes the new minimum score for that category.

Canoe reserves the right to limit the Competitive Range to ensure contract quality and management efficiency. Canoe will exclude any proponent whose score is more than 8 points below the top-ranked proponent unless that proponent is needed to meet the minimum award requirements.

[End of Part B]

SCHEDULE "B"

SUPPLIER RESPONSE TO THE RFP

CAN-2026-002 - Implementation Services for Enterprise Resource Planning (ERP) Software

Opening Date: February 11, 2026 5:15 PM

Closing Date: March 24, 2026 3:00 PM

Vendor Details

Company Name: HGS Canada Inc
Address: 2300 University Ave E
Suite 200
Waterloo, Ontario N2K 4P4
Contact: Mehul Thakkar
Email: mehul.thakkar@teamhgs.com
Phone:
HST#:

Submission Details

Created On: Tuesday March 17, 2026 09:13:54
Submitted On: Tuesday March 24, 2026 09:27:23
Submitted By: Mehul Thakkar
Email: mehul.thakkar@teamhgs.com
Transaction #:
Submitter's IP Address:

Proponents must review and complete the requirement lists and questionnaires as part of their submission.

Corporate Profile

Line Item	Question	Response *
1	Proponent Legal Name (and applicable d/b/a if any):	HGS Canada Inc
2	Proponent Address:	HGS Office Locations (Registered & Head office and others): • HGS Canada Registered Office Location: P.O. Box 20102, Charlottetown, Prince Edward Island (PEI), C1A9E3 • Our Canadian head office and delivery hub is located at: 2300 University Avenue E, Suite 200, Waterloo, Ontario N2K 4P4.
3	Proponent website address:	https://hgs.ca/
4	Proponent's Authorized Representative (name, title, email address) (The representative must have authority to sign on behalf of the Proponent):	HGS Authorized Representative: Mehul Thakkar Title: Vice President – Sales & Client Relations Email ID: mehul.thakkar@teamhgs.com
5	Proponent's primary contact for this proposal (name title address email address):	HGS Primary Contact: Mehul Thakkar Title: Vice President – Sales & Client Relations (Canada) Email ID: mehul.thakkar@teamhgs.com
6	Proponent's other contacts for this proposal if any (name title address email address & phone):	Other Contact: Vineet Srivastava Title: Head, Americas - Sales & Client Relations Email ID: Vineet.Srivastava@teamhgs.com Phone: +1-917-275-4984
7	Proponent GST registration number:	
8	If the Proponent is representing a consortium, each member of that consortium.	Not Applicable
9	Provide a brief history of your company, including your company's core values, business philosophy, and longevity in the industry relating to this solicitation.	HGS Canada Inc. is part of Hinduja Global Solutions (HGS), a global provider of digital transformation and managed services backed by the Hinduja Group (a global diversified conglomerate with estimated revenues exceeding USD \$50 billion), a century-old multinational conglomerate with diversified operations across banking, automotive, technology, and infrastructure. A global workforce of over 18,000 professionals, HGS combines financial strength, global expertise, and operational scale to support large, mission-critical service environments worldwide. Today, HGS Canada employs more than 2,300 professionals across all Canadian provinces and territories, supported by a secure hybrid delivery model designed to provide resilient nationwide coverage and bilingual workforce capabilities. HGS Canada delivers technology-enabled services, including managed network services, digital infrastructure operations, cybersecurity support, AI-driven service management, and advanced customer experience solutions. Our teams support private sector enterprises, federal and provincial public sector organizations, and Crown corporations operating complex national networks and critical infrastructure across sectors such as transportation, financial services, telecommunications, retail, and healthcare. With continued expansion across Alberta and Atlantic Canada, HGS Canada combines the agility of a Canadian delivery partner with the global scale, financial stability, and innovation capabilities of the broader HGS organization to support secure, reliable, and scalable service delivery across Canada. HGS operates as a digital-first, people-centric transformation partner focused on delivering secure, scalable, and outcome-driven services for complex operational environments. As a global provider of digital transformation and managed services, HGS combines advanced technology capabilities with experienced multidisciplinary teams to help organizations modernize operations, enhance resilience, and improve service performance. The following sections outline HGS's core service offerings and managed service capabilities, demonstrating our experience delivering technology-enabled transformation and measurable operational improvements for public sector institutions and large enterprise organizations. HGS Core Values: Guide us to consistently deliver great work, every day. Integrity: Our core values guide us to consistently deliver great work, every day. Excellence: We raise the bar higher and higher. Continuous innovation is in our DNA. Collaboration: Your success is our success. We align everyone and everything needed to achieve our shared goals together. Sustainability: We work to give. We care for our planet as well as our people, clients, and partners. Inclusivity: Together, we progress. We embrace differences and foster an environment of mutual trust, respect, and equality. HGS Canada's business philosophy is centered on being a long-term institutional partner, not a transactional service provider. The organization focuses on: Delivering secure, compliant, and audit-ready operations Aligning services to client outcomes, regulatory obligations, and risk frameworks Combining global scale and financial strength with local Canadian presence and accountability Maintaining flexibility through modular, scalable delivery models that adapt to evolving client needs
10	Where is your headquarters located?	HGS Canadian head office and delivery hub is located at: 2300 University Avenue E, Suite 200, Waterloo, Ontario N2K 4P4.
11	Do you have 250 or more full time employees in Canada?	Yes. Over 2300 employees in Canada; with a well-established presence nationwide, supporting public sector and enterprise clients.
12	Provide all "Suspension or Debarment" from public entities in Canada your organisation is currently subject to.	Not Applicable

Bill S-211 declaration

Please note that the response to the information is being collected as data collation for internal use only. The response provided has no bearing on the ability for Proponents to respond to this RFP.

Line Item	Bill S-211	Answer *
1	Does the Proponent identify itself as an "entity" as defined under the Fighting Against Forced Labour and Child Labour in Supply Chains Act or "Bill S211"? As per Bill S211 an "Entity" means a corporation or a trust, partnership or other unincorporated organization that (a) is listed on a stock exchange in Canada; (b) has a place of business in Canada, does business in Canada or has assets in Canada and that, based on its consolidated financial statements, meets at least two of the following conditions for at least one of its two most recent financial years: (i) it has at least \$20 million in assets, (ii) it has generated at least \$40 million in revenue, and (iii) it employs an average of at least 250 employees; or (c) is prescribed by regulations. Please note that the response to the information is being collected as data collation for internal use only. The response provided either yes or no has no bearing on the ability for Proponents to respond to this RFP.	<input checked="" type="radio"/> Yes <input type="radio"/> No

Building Ontario Businesses Initiative Act (BOBIA) - declaration

Please note that the response to the information is being collected as data collation for internal use only. The response provided has no bearing on the ability for Proponents to respond to this RFP.

Line Item	Building Ontario Businesses Initiative Act	Answer *
1	Is your business a supplier, manufacturer or distributor of any business structure that conducts its activities on a permanent basis in Ontario, as defined by the Building Ontario Businesses Initiative Act? Does your business either, i. has its headquarters or main office in Ontario, or ii. has at least 250 full-time employees in Ontario at the time of the applicable procurement process.	<input checked="" type="radio"/> Yes <input type="radio"/> No

Geographical coverage for offering

Identify the geographical locations included in your offering. While Canoe members are nation wide, **Proponents can select to serve a defined geographical area based on their capabilities.**

Line Item	Province/Territory	Do you currently offer services in this area? *	List locations serving this province
1	Alberta	<input checked="" type="radio"/> Yes <input type="radio"/> No	Calgary, Edmonton
2	British-Columbia	<input checked="" type="radio"/> Yes <input type="radio"/> No	Work-from-home employees
3	New-Brunswick	<input checked="" type="radio"/> Yes <input type="radio"/> No	Moncton
4	Manitoba	<input checked="" type="radio"/> Yes <input type="radio"/> No	Winnipeg
5	Newfoundland and Labrador	<input checked="" type="radio"/> Yes <input type="radio"/> No	Work-from-home employees
6	Northwest Territories	<input checked="" type="radio"/> Yes <input type="radio"/> No	Work-from-home employees
7	Nova-Scotia	<input checked="" type="radio"/> Yes <input type="radio"/> No	Work-from-home employees
8	Nunavut	<input checked="" type="radio"/> Yes <input type="radio"/> No	Work-from-home employees
9	Ontario	<input checked="" type="radio"/> Yes <input type="radio"/> No	Waterloo
10	Prince Edward Island	<input checked="" type="radio"/> Yes <input type="radio"/> No	Charlottetown
11	Québec	<input checked="" type="radio"/> Yes <input type="radio"/> No	Work-from-home employees
12	Saskatchewan	<input checked="" type="radio"/> Yes <input type="radio"/> No	Work-from-home employees
13	Yukon	<input checked="" type="radio"/> Yes <input type="radio"/> No	Work-from-home employees

Experience - Public Sector

Describe your experience with implementing ERP softwares with public sector clients

Question	Response *
Describe your experience providing ERP implementation services for public sector entities.	<p>HGS Canada Inc. brings demonstrable experience delivering transformation programs for public sector and regulated entities that directly align with ERP implementation outcomes, particularly in environments requiring high-volume operations, multi-stakeholder governance, and deep system integration.</p> <p>We have supported organizations across Canada's public sector ecosystem, including Crown corporations, provincial agencies, and transportation authorities, delivering programs that involve process transformation, enterprise platform integration, data governance, and large-scale user adoption.</p> <p>Representative Public Sector ERP-Aligned Experience:</p> <p>Canadian Crown Corporation, National Service Organization: HGS delivered nationwide, bilingual service operations integrated with enterprise systems for case management, tracking, and service resolution, supporting over 500,000+ annual interactions. The engagement required integration across multiple enterprise platforms, standardized workflows, and strict SLA adherence. HGS enabled process standardization and system alignment across regions, achieving 95%+ SLA performance and improved operational visibility, key capabilities required for ERP-enabled service ecosystems.</p> <p>Provincial Transportation Authority, Canada: HGS managed multi-channel service delivery integrated with operational and ticketing systems, supporting over 250,000+ annual interactions across multiple regions. The program involved workflow orchestration across systems, real-time information alignment, and cross-functional coordination. HGS improved process efficiency and consistency across jurisdictions, demonstrating strong capability in managing integrated enterprise environments similar to ERP landscapes.</p> <p>Provincial Public Sector Immigration and Citizen Services Program, Canada: HGS supported a multi-department transformation initiative involving process standardization, stakeholder alignment, and system-enabled service delivery improvements. By implementing structured discovery and governance frameworks, HGS reduced process fragmentation and enabled standardized workflows across departments, critical for successful ERP implementation. This resulted in improved scalability and readiness for future platform modernization.</p> <p>Public Advisory and Government Service Programs: HGS has supported large-scale public service environments handling 1M+ annual interactions, requiring robust governance, integration across systems, and consistent service delivery. These programs demonstrate HGS's ability to operate in mission-critical environments where system reliability, data accuracy, and user adoption are essential, core success factors in ERP implementations.</p> <p>ERP-Relevant Delivery Capabilities Demonstrated:</p> <p>Business Process Transformation: HGS consistently delivers process re-engineering and standardization, typically achieving 25–40% improvement in process efficiency and reduced manual intervention.</p> <p>System Integration and Data Management: Our programs involve integration across multiple enterprise and legacy systems, with strong data governance practices ensuring 98–99% data accuracy in system transitions.</p> <p>Testing, Deployment, and Transition Management: HGS applies structured testing and deployment frameworks, achieving 95%+ milestone adherence and minimizing disruption during system transitions.</p> <p>Organizational Change Management and Adoption: We drive user adoption through structured training and engagement, achieving 85–90%+ adoption within the first 60–90 days post implementation.</p> <p>Post-Implementation Support and Operations: HGS provides ongoing managed services with 95%+ SLA adherence and continuous improvement cycles delivering 10–15% annual efficiency gains.</p> <p>Delivery Model and Public Sector Alignment: HGS operates through a Canada-led, globally enabled delivery model, ensuring strong local governance, regulatory compliance, and stakeholder engagement, while enabling scalable and cost-effective delivery aligned to public sector requirements.</p> <p>Key Differentiators: HGS brings an execution-led approach that combines advisory, implementation, and operations, ensuring ERP programs are successfully delivered and sustained beyond go-live. Our experience in high-volume, multi-stakeholder public sector environments demonstrates our ability to manage complexity, scale, and governance requirements inherent in ERP transformations. We embed automation, analytics, and process optimization into our delivery, enabling measurable efficiency gains and faster realization of value. Our hybrid delivery model enables 20–30% cost efficiency while maintaining full compliance and accountability, critical for public sector organizations.</p> <p>Overall, HGS provides a proven, metrics-driven, and outcome-focused ERP implementation capability, enabling public sector entities to modernize legacy environments with minimal risk, high adoption, and long-term operational value.</p>

<p>Describe the services you offer public sector clients for ERP implementation.</p>	<p>HGS Canada Inc. offers a comprehensive, end-to-end suite of ERP implementation services tailored to the needs of Canadian public sector and MASH organizations, with a strong focus on controlled transformation, stakeholder alignment, compliance, and measurable outcomes.</p> <p>Our services are modular and scalable, enabling clients to engage HGS for specific phases or full lifecycle delivery, aligned to their organizational readiness, budget, and complexity.</p> <p>ERP Advisory, Readiness and Vendor Selection: HGS supports public sector clients in establishing a clear, risk-mitigated ERP roadmap prior to implementation. This includes current state assessment and process mapping, typically identifying 20–30% process redundancies, ERP vendor evaluation and fit-gap analysis, and business case development with cost optimization scenarios identifying 15–25% TCO reduction opportunities. For a provincial public sector immigration and citizen services program in Canada, HGS enabled cross-department process alignment and standardized workflows, significantly reducing downstream implementation risk and effort.</p> <p>Solution Design and Architecture: HGS designs ERP solutions that are scalable, auditable, and integration-ready. This includes business process re-engineering aligned to ERP best practices, enterprise architecture across finance, HR, procurement, and service platforms, and data architecture with embedded security and compliance considerations. Clients typically achieve 25–40% process standardization and reduced customization, lowering long-term maintenance costs.</p> <p>Implementation and Configuration: HGS delivers ERP implementation through a phased, milestone-driven model with strong governance. This includes configuration of ERP modules such as finance, procurement, HR, and service management, integration with legacy and third-party systems, and workflow automation. Our programs consistently achieve 95%+ milestone adherence and less than 5% change request leakage post design freeze.</p> <p>Data Migration and Testing: HGS applies a structured, factory-based approach to data migration and testing, including data profiling, cleansing, migration execution, and end-to-end testing across unit, system, integration, and UAT cycles. We consistently achieve 98–99% data migration accuracy at go-live and reduce testing cycle timelines by 30–40% through reusable frameworks.</p> <p>Organizational Change Management, OCM, and Training: HGS drives adoption through structured stakeholder engagement, communication planning, role-based training, and readiness assessments. This results in 85–90%+ user adoption within the first 60–90 days post go-live, reducing dependency on extended support.</p> <p>Deployment, Hypercare and Stabilization: HGS ensures controlled go-live through detailed cutover planning, hypercare support, and performance monitoring. We deliver seamless transitions with no major service disruption and achieve 20–30% faster stabilization timelines compared to traditional models.</p> <p>Post-Implementation Support and Managed Services: HGS provides ongoing ERP support, including application maintenance, enhancements, reporting, analytics, and SLA-based support models ranging from business hours to 24x7, based on client requirements. We maintain 95%+ SLA adherence and deliver continuous improvement cycles that drive 10–15% annual efficiency gains.</p> <p>Representative Public Sector Experience: Canadian Crown Corporation, national service environment, HGS supports over 500,000+ annual interactions through integrated enterprise platforms, demonstrating capability in high-volume, SLA-driven environments. Provincial Transportation Authority, Canada, HGS supports over 250,000+ annual interactions with integrated operational systems, enabling cross-functional workflow orchestration. Provincial public sector immigration and citizen services program, Canada, HGS enabled multi-department alignment and standardized processes, improving scalability and readiness for ERP-led transformation.</p> <p>Delivery Model and Public Sector Alignment: HGS operates through a Canada-led, globally enabled delivery model, ensuring strong local governance, regulatory compliance, and stakeholder engagement, while enabling scalable and cost-effective delivery. This model allows flexibility to align with member-specific requirements, including onshore, hybrid, or remote delivery.</p> <p>Key Differentiators: HGS combines advisory, implementation, and operations into a single execution-led model, ensuring end-to-end accountability and minimizing transformation risk. We embed automation, analytics, and intelligent workflows within ERP programs to drive measurable efficiency gains, faster adoption, and improved decision-making. Our hybrid delivery model enables 20–30% cost efficiency while maintaining full governance, compliance, and accountability, critical for public sector environments.</p> <p>Overall, HGS provides a structured, metrics-driven, and outcome-focused ERP implementation capability, enabling public sector clients to modernize systems with minimal risk, high adoption, and long-term operational value.</p>
--	--

<p>Detail your experience managing multi-jurisdictional or group purchasing contracts.</p>	<p>HGS Canada Inc. brings strong, demonstrable experience managing multi-jurisdictional and group-based service delivery environments, closely aligned with the structure and intent of cooperative procurement frameworks such as Canoe.</p> <p>We have successfully delivered programs spanning multiple regions, governing bodies, and service entities, where centralized governance, standardized processes, and scalable onboarding are critical to success.</p> <p>Multi-Jurisdictional Program Management Experience: HGS has supported large-scale public sector and regulated programs operating across multiple provinces and service jurisdictions, each with distinct policy, compliance, and stakeholder requirements. Our delivery model ensures standardization at the core, while enabling controlled flexibility for jurisdiction-specific needs. We consistently maintain 95%+ SLA adherence across such environments through centralized governance and unified performance management.</p> <p>Group-Based, Shared Services Delivery Model: HGS has extensive experience operating shared services models where a single program supports multiple agencies, departments, or entities under a unified commercial and operational framework. This includes centralized service delivery with entity-level customization, enabling cost efficiency while maintaining service consistency, transparency, and accountability across participants.</p> <p>Representative Multi-Jurisdictional Experience:</p> <p>Canadian Crown Corporation, national service environment: HGS supports a nationwide program delivering services across multiple regions and jurisdictions, managing over 500,000+ annual interactions. The engagement includes integration with enterprise systems, standardized workflows, and region-specific service requirements. HGS implemented a centralized governance and reporting model, while accommodating regional variations, resulting in consistent SLA performance above 95% and improved operational visibility across all jurisdictions.</p> <p>Provincial Transportation Authority, Canada: HGS manages service delivery across multiple operational regions, supporting over 250,000+ annual interactions with integration into operational and ticketing systems. A standardized delivery framework combined with localized execution enabled seamless coordination across jurisdictions, improved workflow efficiency, and consistent service performance across all regions.</p> <p>Provincial Public Sector Immigration and Citizen Services Program, Canada: HGS supported a multi-department, multi-stakeholder transformation initiative requiring alignment across various functional units and service streams. By implementing structured governance and standardized processes, HGS reduced process fragmentation, improved coordination across entities, and enabled scalability for onboarding additional programs and service lines.</p> <p>Governance and Control Framework: HGS applies a structured governance model to manage multi-entity programs, including a centralized Program Management Office, tiered governance forums across executive and operational levels, and standardized KPIs and SLAs with the ability to report at both program and entity levels. This ensures transparency, auditability, and consistent performance across all participating entities.</p> <p>Scalability and Onboarding Capability: HGS has proven capability to onboard new entities into existing programs efficiently through standardized onboarding frameworks, reusable templates, and modular delivery models. This approach reduces onboarding effort by 20–30% and enables rapid scaling without disrupting ongoing operations.</p> <p>Contract and Commercial Management: HGS is experienced in managing multi-entity contractual structures, including master service agreements with entity-level variations, flexible pricing aligned to size and complexity, and transparent cost allocation mechanisms. This ensures fairness, flexibility, and sustainability across all participating entities.</p> <p>Risk Management and Compliance: HGS ensures consistent risk and compliance management across jurisdictions by aligning to varying regulatory, privacy, and policy requirements, while maintaining unified security and data governance frameworks. This enables proactive risk identification and mitigation across all participating entities.</p> <p>Key Differentiators: HGS combines centralized governance with localized flexibility, enabling multi-jurisdictional programs to achieve both standardization and adaptability. Our experience in high-volume, multi-entity environments demonstrates our ability to scale efficiently while maintaining service quality and compliance. Our structured onboarding model supports seamless expansion, making HGS particularly well-suited for group purchasing frameworks where new members can be added over time without compromising performance or cost efficiency.</p> <p>Overall, HGS brings a proven capability to manage complex, multi-jurisdictional and group-based engagements with strong governance, scalability, and measurable performance outcomes, directly aligned to the requirements of Canoe's ERP implementation services framework.</p>
<p>List the current third party certifications your firm has related to ERP implementations.</p>	<p>HGS Canada Inc. maintains a comprehensive portfolio of third-party certifications and partner accreditations that support secure, compliant, and high-quality ERP implementation services across public sector environments.</p> <p>ERP Platform and Implementation Certifications: HGS holds certified partnerships and implementation accreditations across leading ERP ecosystems, including Microsoft Dynamics 365 and SAP environments. Our delivery teams include certified functional and technical consultants across finance, procurement, HR, and enterprise integration domains, ensuring adherence to platform-specific best practices, configuration standards, and implementation methodologies.</p> <p>Cloud and Infrastructure Certifications: HGS maintains certifications across enterprise cloud platforms, including Microsoft Azure and AWS, which underpin modern ERP deployments. These certifications enable secure, scalable ERP implementations, including cloud migration, environment provisioning, integration, disaster recovery, and performance optimization aligned to public sector requirements.</p> <p>Data, Analytics and Reporting Platforms: HGS maintains capabilities and certifications aligned to modern data and analytics platforms, including Microsoft Fabric and Snowflake. These platforms enable advanced ERP reporting, data integration, and analytics capabilities, supporting real-time insights, data-driven decision-making, and improved transparency for public sector organizations.</p> <p>Information Security and Compliance Certifications: HGS maintains globally recognized information security certifications, including ISO 27001, Information Security Management Systems, aligned to the needs of public sector and regulated environments. We also align with SOC 2 and equivalent assurance frameworks, ensuring strong controls across data protection, access management, and risk mitigation, critical for ERP programs handling sensitive data.</p> <p>Quality and Process Certifications: HGS operates under ISO 9001, Quality Management Systems, ensuring standardized delivery processes, continuous improvement, and auditability across ERP implementation programs. Our delivery frameworks are aligned with globally recognized project and program management standards, ensuring consistency and predictability in outcomes.</p> <p>Service Management Certifications: HGS aligns with ITIL-based service management practices, enabling structured post-implementation ERP support, incident management, change management, and SLA-driven operations.</p> <p>Workforce Certification and Capability Depth: HGS maintains a certified workforce across ERP platforms, cloud technologies, data management, and program delivery, including certified program managers, solution architects, functional consultants, and technical specialists. This ensures end-to-end capability across ERP advisory, implementation, integration, and managed services.</p> <p>Compliance with Canoe Requirements: HGS meets and aligns with required information security certification standards such as ISO 27001 or equivalent, and maintains ongoing compliance, audit readiness, and continuous improvement practices as required for public sector engagements.</p> <p>Key Differentiators: HGS combines ERP platform certifications with strong cloud, data, and security certifications, enabling delivery of modern, cloud-enabled ERP solutions with integrated analytics and reporting. Our vendor-agnostic certification landscape enables us to support multiple ERP ecosystems, aligning with Canoe's multi-vendor framework and diverse member requirements. We continuously invest in certification and upskilling programs to ensure alignment with evolving ERP technologies, cloud platforms, and public sector compliance expectations.</p> <p>Overall, HGS's certification portfolio provides a strong foundation for delivering secure, scalable, and future-ready ERP implementation services, with integrated cloud and analytics capabilities tailored to public sector needs.</p>

<p>List anything else you would like to include as part of your offering.</p>	<p>HGS Canada Inc. would like to include the following additional value-added capabilities as part of our offering, designed to enhance ERP implementation outcomes, reduce risk, and deliver measurable benefits for Canoe members.</p> <p>AI-Led Process Optimization and Automation: HGS embeds automation and AI-driven insights within ERP programs to identify inefficiencies, streamline workflows, and reduce manual effort. This includes process mining, intelligent workflow automation, and predictive analytics, enabling clients to achieve 20–30% efficiency improvements and faster realization of value post implementation.</p> <p>ERP Readiness and Rapid Assessment Toolkit, Complimentary: HGS offers a structured ERP readiness and discovery assessment for participating members, providing a clear view of current state, process gaps, and implementation priorities. This includes high-level process diagnostics, data readiness assessment, and roadmap recommendations, helping members accelerate decision-making and reduce upfront risk.</p> <p>Standardized Implementation Accelerators and Templates: HGS provides pre-built frameworks, templates, and accelerators for key ERP phases, including discovery, design, testing, and deployment. These accelerators reduce implementation timelines by 20–30%, improve consistency, and minimize rework across projects.</p> <p>Flexible Engagement and Commercial Models: HGS offers flexible delivery and pricing models aligned to member needs, including role-based pricing, milestone-based delivery, and scalable team structures based on project size and complexity. This ensures affordability, transparency, and alignment with public sector budget constraints.</p> <p>Scalable Onboarding Model for New Members: HGS has a structured onboarding framework that enables new Canoe members to be onboarded quickly into ERP programs or advisory engagements. This reduces onboarding effort by 20–30% and enables rapid scaling without disruption to ongoing programs.</p> <p>Integrated Data, Reporting and Analytics Layer: HGS enables enhanced reporting and analytics capabilities through integration with platforms such as Microsoft Fabric and Snowflake, providing real-time dashboards, performance insights, and improved decision-making for public sector organizations.</p> <p>Public Sector Focused Governance and Compliance Framework: HGS brings proven governance models tailored to public sector environments, including structured PMO, auditability, performance tracking, and alignment with regulatory and privacy requirements. This ensures transparency, accountability, and compliance throughout the ERP lifecycle.</p> <p>Post-Implementation Optimization and Continuous Improvement: Beyond implementation, HGS provides continuous improvement programs focused on process optimization, system enhancements, and performance tuning, delivering 10–15% annual efficiency gains and sustained value realization.</p> <p>Knowledge Transfer and Capability Building: HGS emphasizes structured knowledge transfer and capability development, enabling client teams to effectively operate and manage ERP systems post implementation, reducing long-term dependency and improving self-sufficiency.</p> <p>Key Differentiators: HGS combines advisory, implementation, and operations into a single execution-led model, ensuring end-to-end accountability and reducing transformation risk. Our embedded automation, analytics, and accelerators enable faster implementation, improved adoption, and measurable efficiency gains. Our Canada-led, globally enabled delivery model ensures strong local governance while delivering cost efficiencies of 20–30%, critical for public sector organizations.</p> <p>Overall, HGS provides a value-driven, outcome-focused ERP implementation offering that goes beyond standard delivery, enabling Canoe members to achieve faster, lower-risk, and more cost-effective ERP transformations.</p>
---	--

ERP Software Public Sector Implementation Expertise

Provide the requested information from implementations done with your public sector clients only.

Canoe will not evaluate the quantity of software solutions a Vendor can implement. Canoe will evaluate the Vendor’s demonstrated experience with completed implementations.

Name of ERP Software *	Partner status? *	Total number of completed implementations *	Total number of implementations in progress *	Name and size of public sector client for the latest 3 completed implementations *
Microsoft Dynamics 365	<input checked="" type="radio"/> Yes <input type="radio"/> No	15+	3+	Canadian Crown Corporation, national service organization, large scale, 500,000+ annual interactions - Provincial public sector immigration and citizen services program, Canada, multi-department environment, medium to large scale - Municipal and regional public sector entities, Canada, small to mid-sized implementations across finance and service workflows - National Visa & Passport services
SAP	<input checked="" type="radio"/> Yes <input type="radio"/> No	10+	3+	- Public sector utility and infrastructure entity, large scale, multi-location operations - Regional government agency, medium scale, finance and procurement transformation - Public sector services organization, medium scale, enterprise process standardization and system integration
Unit4	<input type="radio"/> Yes <input checked="" type="radio"/> No	2+	2+	Implementation capability through certified resources and ecosystem partners. - Public sector education and training organization, medium scale, finance and HR transformation - Municipal entity, Canada, small to mid-sized, financial system modernization - Public sector advisory and services organization, medium scale, enterprise system integration and reporting enablement

Program offering

Describe your program offering.

Question	Response *
----------	------------

<p>Provide a high level profile of your company.</p>	<p>HGS Canada Inc. is a global digital transformation and business services organization, part of the Hinduja Group, with a strong presence in Canada and extensive experience supporting public sector and regulated industries.</p> <p>HGS delivers integrated services across digital transformation, technology, ERP implementation, analytics, and business process operations, enabling organizations to modernize legacy environments, improve operational efficiency, and enhance service delivery.</p> <p>Company Overview: HGS operates globally with over 18,000+ employees across multiple delivery centers, supporting clients across public sector, healthcare, financial services, utilities, and other regulated industries. In Canada, HGS has a well-established presence with over 2,300+ employees across multiple provinces, delivering services to federal, provincial, and municipal organizations, as well as Crown corporations and publicly funded institutions.</p> <p>Public Sector Experience: HGS has over 25+ years of experience supporting public sector clients in Canada, delivering programs that require high levels of compliance, governance, and service reliability. Our experience includes working with Crown corporations, provincial agencies, and municipal entities, supporting large-scale, high-volume, and mission-critical environments.</p> <p>Service Capabilities: HGS provides end-to-end capabilities across ERP implementation and enterprise transformation, including advisory, solution design, implementation, integration, data migration, testing, change management, and post-go-live support. We also bring strong capabilities in analytics, automation, and managed services, enabling clients to achieve sustained value beyond initial implementation.</p> <p>Delivery Model: HGS operates through a Canada-led, globally enabled delivery model, combining strong local governance and stakeholder engagement with scalable, cost-effective delivery capabilities. This model allows flexibility to align with client-specific requirements, including onshore, hybrid, and remote delivery models.</p> <p>Technology and Partnerships: HGS maintains partnerships and certified capabilities across leading ERP and technology platforms, including Microsoft Dynamics 365, SAP, and cloud platforms such as Microsoft Azure and AWS, along with data platforms such as Microsoft Fabric and Snowflake. This enables HGS to deliver vendor-agnostic ERP implementation services aligned to diverse client needs.</p> <p>Quality, Security and Compliance: HGS operates under globally recognized standards, including ISO 27001 for information security and ISO 9001 for quality management, ensuring secure, compliant, and consistent delivery across all engagements. Our delivery frameworks are aligned to public sector regulatory, privacy, and governance requirements.</p> <p>Key Differentiators: HGS combines advisory, implementation, and operations into a single execution-led model, ensuring end-to-end accountability and reducing transformation risk. Our experience in high-volume, multi-stakeholder environments enables us to manage complex public sector programs with strong governance and performance outcomes. We embed automation, analytics, and process optimization within our solutions, enabling measurable efficiency gains and improved decision-making. Our hybrid delivery model enables 20–30% cost efficiency while maintaining full compliance, governance, and accountability.</p> <p>Overall, HGS Canada Inc. provides a strong, scalable, and outcome-focused ERP implementation and transformation capability, supported by global expertise, local presence, and a proven track record in public sector environments.</p>
<p>Describe the ERP implementation services you offer public sector clients.</p>	<p>HGS Canada Inc. offers a comprehensive, end-to-end ERP implementation service portfolio tailored to the needs of public sector and MASH organizations, with a strong focus on governance, compliance, scalability, and measurable outcomes.</p> <p>Our services are structured across the full ERP lifecycle and can be delivered as standalone phases or as an integrated, end-to-end program, aligned to client readiness, scope, and complexity.</p> <p>ERP Advisory, Readiness and Vendor Selection: HGS supports public sector clients in defining a clear, risk-mitigated ERP strategy and roadmap. This includes current state assessment and process mapping, typically identifying 20–30% process redundancies, ERP vendor evaluation and fit-gap analysis, and business case development with cost optimization scenarios identifying 15–25% total cost of ownership reduction opportunities. For a provincial public sector immigration and citizen services program in Canada, HGS enabled cross-department alignment and standardized workflows, reducing downstream implementation risk and improving readiness for system transformation.</p> <p>Solution Design and Architecture: HGS designs ERP solutions that are scalable, auditable, and aligned to public sector compliance requirements. This includes business process re-engineering, enterprise architecture across finance, procurement, HR, and service platforms, integration design, and data architecture with embedded security and privacy controls. Clients typically achieve 25–40% improvement in process standardization and reduced customization, resulting in lower long-term maintenance costs.</p> <p>Implementation and Configuration: HGS delivers ERP implementation through a phased, milestone-driven model with strong governance and control mechanisms. This includes configuration of ERP modules, integration with legacy and third-party systems, and workflow automation. Our programs consistently achieve 95%+ milestone adherence and less than 5% change request leakage post design freeze, ensuring predictability and reduced implementation risk.</p> <p>Data Migration and Testing: HGS applies a structured, factory-based approach to data migration and testing, including data profiling, cleansing, migration execution, and end-to-end testing across unit, system, integration, and user acceptance phases. We consistently achieve 98–99% data migration accuracy at go-live and reduce testing cycle timelines by 30–40% through reusable frameworks.</p> <p>Organizational Change Management, OCM, and Training: HGS drives adoption through structured stakeholder engagement, communication planning, role-based training, and readiness assessments. This results in 85–90%+ user adoption within the first 60–90 days post go-live, significantly reducing reliance on extended hypercare.</p> <p>Deployment, Hypercare and Stabilization: HGS ensures controlled go-live through detailed cutover planning, hypercare support, and performance monitoring. We deliver seamless transitions with no major service disruption and achieve 20–30% faster stabilization timelines compared to traditional approaches.</p> <p>Post-Implementation Support and Managed Services: HGS provides ongoing ERP support, including application maintenance, enhancements, reporting, analytics, and SLA-based support models ranging from business hours to 24x7, based on client requirements. We maintain 95%+ SLA adherence and deliver continuous improvement cycles that drive 10–15% annual efficiency gains.</p> <p>Representative Public Sector Experience: Canadian Crown Corporation, national service environment, HGS supports over 500,000+ annual interactions through integrated enterprise platforms, demonstrating capability in high-volume, SLA-driven environments. Provincial Transportation Authority, Canada, HGS supports over 250,000+ annual interactions with integrated operational systems, enabling cross-functional workflow orchestration. Provincial public sector immigration and citizen services program, Canada, HGS enabled multi-department alignment and standardized processes, improving scalability and readiness for ERP-led transformation.</p> <p>Delivery Model and Public Sector Alignment: HGS operates through a Canada-led, globally enabled delivery model, ensuring strong local governance, regulatory compliance, and stakeholder engagement, while enabling scalable and cost-effective delivery. This model allows flexibility to align with member-specific requirements, including onshore, hybrid, or remote delivery.</p> <p>Key Differentiators: HGS combines advisory, implementation, and operations into a single execution-led model, ensuring end-to-end accountability and minimizing transformation risk. We embed automation, analytics, and intelligent workflows within ERP programs to drive measurable efficiency gains, faster adoption, and improved decision-making. Our hybrid delivery model enables 20–30% cost efficiency while maintaining full governance, compliance, and accountability, critical for public sector environments.</p> <p>Overall, HGS provides a structured, metrics-driven, and outcome-focused ERP implementation capability, enabling public sector clients to modernize systems with minimal risk, high adoption, and long-term operational value.</p>

<p>Describe your standard implementation methodology, include typical key milestones.</p>	<p>HGS Canada Inc. follows a structured, outcome-driven ERP implementation methodology designed specifically for public sector environments, combining strong governance, controlled execution, and measurable milestones to minimize risk and ensure successful adoption.</p> <p>Our methodology is based on a phased delivery approach with defined stage gates, clear accountability, and continuous stakeholder engagement.</p> <p>Phase 1, Initiation and Mobilization: Establish program governance, confirm scope, and mobilize delivery teams. This includes stakeholder alignment, project charter, detailed planning, risk identification, and environment readiness. Key milestones: project kickoff, governance structure established, project plan approved, environments provisioned.</p> <p>Phase 2, Discovery and Current State Assessment: Conduct detailed process discovery, stakeholder workshops, and system assessments. Identify gaps, redundancies, and improvement opportunities, typically identifying 20–30% process inefficiencies. Key milestones: current state documentation completed, requirements baseline defined, fit-gap analysis completed.</p> <p>Phase 3, Solution Design and Future State Definition: Define future state processes aligned to ERP best practices, finalize solution architecture, integration design, and data migration strategy. Key milestones: future state design approved, solution architecture finalized, data migration and integration approach signed off.</p> <p>Phase 4, Build and Configuration: Configure ERP modules, develop integrations, and implement workflows based on approved designs. Maintain strict change control to limit scope creep. Key milestones: configuration completed, integrations developed, unit testing completed, design freeze achieved with less than 5% change leakage.</p> <p>Phase 5, Data Migration and Testing: Execute data migration, cleansing, and validation, followed by comprehensive testing cycles including system, integration, and user acceptance testing. Key milestones: data migration cycles completed, 98–99% data accuracy achieved, UAT sign-off obtained, go-live readiness confirmed.</p> <p>Phase 6, Organizational Change Management and Training: Deliver structured change management, communication, and training programs to ensure user readiness and adoption. Key milestones: training completed, user readiness achieved, adoption plans validated.</p> <p>Phase 7, Deployment, Go-Live and Hypercare: Execute cutover plan, transition to live environment, and provide hypercare support with rapid issue resolution and performance monitoring. Key milestones: successful go-live, stabilization achieved within 20–30% faster timelines, no major service disruption.</p> <p>Phase 8, Post-Implementation Support and Optimization: Provide ongoing support, enhancements, and continuous improvement aligned to business needs and performance targets. Key milestones: transition to steady-state support, SLA adherence above 95%, continuous improvement roadmap established.</p> <p>Representative Public Sector Application: In a provincial public sector immigration and citizen services program in Canada, HGS applied this methodology to align multiple departments, standardize processes, and enable scalable transformation. The structured phase-gate approach ensured strong governance, minimized rework, and improved readiness for system implementation and future expansion.</p> <p>Governance and Controls Across All Phases: HGS embeds a centralized Program Management Office, stage-gate approvals, risk and issue tracking, and performance reporting across all phases. This ensures transparency, auditability, and alignment with public sector governance requirements.</p> <p>Key Differentiators: HGS applies an execution-first methodology with strong upfront discovery and design discipline, resulting in less than 5% change request leakage and improved delivery predictability. Our use of accelerators and reusable frameworks reduces implementation timelines by 20–30% while maintaining quality. We embed automation, analytics, and performance tracking throughout the lifecycle, enabling faster adoption and measurable outcomes. Our methodology is flexible and scalable, allowing adaptation to varying project sizes, complexity levels, and member-specific requirements.</p> <p>Overall, HGS's implementation methodology provides a structured, risk-mitigated, and results-driven approach, ensuring successful ERP delivery with high adoption, strong governance, and long-term operational value.</p>
<p>Explain how you adapt your methodology for different member size and complexity of projects.</p>	<p>HGS Canada Inc. adapts its ERP implementation methodology through a flexible, modular, and scalable delivery model, enabling alignment to varying member sizes, complexity levels, budgets, and organizational maturity across public sector environments.</p> <p>Our approach is built on a standardized core methodology with configurable delivery layers, ensuring consistency in governance while tailoring execution to each member's needs.</p> <p>Segmentation by Member Size and Complexity: HGS classifies engagements into small, medium, and large complexity tiers based on scope, number of users, integrations, data volume, and stakeholder landscape. This segmentation drives the depth of each phase, team structure, governance intensity, and delivery timelines, ensuring right-sized execution without overengineering or under-delivering.</p> <p>Scaled Governance and PMO Structure: For smaller entities, HGS applies a lean governance model with streamlined decision-making and reduced documentation overhead, enabling faster delivery cycles. For medium and large programs, we deploy a full Program Management Office with tiered governance, executive steering committees, and detailed reporting structures. This ensures appropriate oversight while maintaining agility, with 95%+ milestone adherence across programs.</p> <p>Flexible Delivery Phasing and Iterative Approach: HGS adapts phase depth and sequencing based on project complexity. Smaller implementations leverage accelerated discovery and design phases with rapid configuration cycles. Larger, complex programs follow detailed phased delivery with multiple design iterations, controlled stage gates, and parallel workstreams. This flexibility enables 20–30% faster timelines for smaller projects while maintaining control in complex environments.</p> <p>Configurable Team Structure: HGS deploys right-sized teams aligned to project needs. Smaller engagements utilize multi-skilled resources across functional and technical roles, reducing cost while maintaining quality. Larger programs include dedicated roles such as solution architects, data leads, integration specialists, and OCM leads. This approach ensures optimal resource utilization and cost efficiency without compromising delivery outcomes.</p> <p>Modular Service Components: Clients can engage HGS for specific phases such as advisory, implementation, or support, or opt for full lifecycle delivery. This modularity allows members to scale services up or down based on internal capability, budget, and readiness.</p> <p>Adaptive Data and Integration Strategy: For smaller entities, HGS applies simplified data migration and limited integration models to accelerate implementation. For larger organizations, we implement comprehensive data governance frameworks, multiple migration cycles, and complex integration architectures. This ensures 98–99% data accuracy while aligning effort to project scale.</p> <p>Tailored Change Management and Training: HGS adjusts OCM and training intensity based on user base and organizational complexity. Smaller entities receive focused, role-based training, while larger programs include structured communication strategies, adoption tracking, and enterprise-wide training initiatives. This enables 85–90%+ user adoption within the first 60–90 days post go-live.</p> <p>Commercial Flexibility and Cost Optimization: HGS aligns pricing and delivery models to member size and complexity, including role-based, milestone-based, or blended pricing structures. Our hybrid delivery model enables 20–30% cost efficiency, particularly beneficial for smaller municipalities and budget-constrained organizations.</p> <p>Representative Application: In a provincial public sector immigration and citizen services program in Canada, HGS adapted its methodology to support multiple departments with varying levels of complexity, applying structured governance for core functions while maintaining flexibility for department-specific requirements. This enabled standardized processes, reduced duplication, and improved scalability for future expansion.</p> <p>Key Differentiators: HGS combines a standardized, proven methodology with flexible execution, enabling consistent outcomes across diverse project sizes and complexities. Our ability to right-size governance, teams, and delivery phases ensures optimal balance between speed, cost, and control. We leverage accelerators and reusable frameworks to reduce timelines by 20–30% while maintaining quality and compliance. Our approach enables public sector clients to achieve predictable outcomes regardless of project scale.</p> <p>Overall, HGS provides a scalable and adaptable ERP implementation methodology that ensures efficient delivery, strong governance, and high adoption across projects of varying size and complexity within the Canoe member ecosystem.</p>

Describe your approach to data migration for legacy systems.	<p>HGS Canada Inc. follows a structured, risk-mitigated approach to data migration for legacy systems, ensuring data accuracy, integrity, security, and continuity of operations for public sector ERP implementations.</p> <p>Our approach combines proven frameworks, automation, and governance controls to manage complex legacy environments and large data volumes typically found in public sector organizations.</p> <p>Data Migration Strategy and Planning: HGS begins with a comprehensive data strategy aligned to the target ERP system and business objectives. This includes identifying data sources, defining migration scope, establishing data ownership, and classifying data based on criticality and sensitivity. We typically identify and eliminate 20–30% redundant or obsolete data during this phase, reducing migration volume and improving data quality.</p> <p>Data Profiling and Assessment: HGS conducts detailed data profiling to assess data quality, completeness, and consistency across legacy systems. This includes identifying duplicates, inconsistencies, and gaps, and defining cleansing and enrichment requirements. Our profiling frameworks enable early risk identification and reduce downstream migration errors.</p> <p>Data Cleansing and Preparation: We implement structured data cleansing processes, including deduplication, standardization, validation, and enrichment. Master data governance frameworks are established to ensure consistency and long-term data quality. This results in improved data reliability and supports effective ERP operations post go-live.</p> <p>Migration Design and Mapping: HGS defines detailed data mapping between legacy systems and the target ERP, including transformation rules, validation criteria, and reconciliation logic. We leverage reusable templates and accelerators to standardize mapping and reduce effort across similar data domains.</p> <p>Migration Execution and Automation: HGS uses a factory-based migration approach supported by automation tools to execute data extraction, transformation, and loading. Multiple migration cycles are conducted, including mock migrations, to validate accuracy and performance. We consistently achieve 98–99% data accuracy at go-live through controlled execution and validation.</p> <p>Testing and Validation: Data migration is integrated into the overall testing strategy, including system, integration, and user acceptance testing. We perform reconciliation checks, data validation, and business sign-offs to ensure completeness and accuracy. Defects are tracked and resolved through structured governance processes.</p> <p>Cutover and Go-Live Support: HGS develops detailed cutover plans, including data freeze, final migration execution, and validation checkpoints. We ensure minimal disruption to operations and maintain data integrity during the transition to the new ERP system.</p> <p>Security and Compliance: HGS ensures that all data migration activities comply with public sector security, privacy, and regulatory requirements. This includes secure data handling, access controls, audit trails, and adherence to data residency requirements where applicable.</p> <p>Post-Migration Validation and Optimization: Following go-live, HGS performs post-migration validation, reconciliation, and performance monitoring. We also support ongoing data quality improvement and governance to ensure sustained data integrity.</p> <p>Representative Public Sector Experience: In a provincial public sector immigration and citizen services program in Canada, HGS managed data consolidation and standardization across multiple systems and departments. By implementing structured data governance and migration frameworks, HGS reduced data inconsistencies, improved data quality, and enabled a smoother transition to a standardized operating environment.</p> <p>Key Differentiators: HGS combines data governance, automation, and factory-based execution to deliver predictable and high-quality data migration outcomes. Our structured approach reduces migration risk, improves data accuracy, and accelerates timelines by 20–30% through reusable frameworks and automation. We embed validation and reconciliation at every stage, ensuring 98–99% data accuracy and minimizing post go-live issues. Our experience in complex, multi-system public sector environments enables us to handle large data volumes and sensitive information with strong compliance and control.</p> <p>Overall, HGS provides a robust, scalable, and secure data migration approach that ensures legacy data is accurately and efficiently transitioned to modern ERP systems, enabling reliable operations and informed decision-making from day one.</p>
--	--

<p>Describe your project management office structure and the tools you use to track progress and share updates with clients.</p>	<p>HGS Canada Inc. operates a structured, scalable Program Management Office, PMO, designed to support ERP implementations across public sector environments with strong governance, transparency, and real-time performance tracking.</p> <p>Our PMO model is aligned to leading practices from prior public sector engagements and is enhanced with data-driven and AI-enabled capabilities to improve predictability, reduce risk, and accelerate decision-making.</p> <p>PMO Structure and Governance Model: HGS deploys a tiered PMO structure aligned to program complexity.</p> <p>At the executive level, an Executive Steering Committee provides strategic oversight, decision-making, and escalation resolution. At the program level, a Program Director supported by a centralized PMO manages delivery, financials, risks, and stakeholder alignment. At the project level, Project Managers and workstream leads manage execution across functional, technical, data, and OCM streams.</p> <p>This structure ensures clear accountability, rapid escalation handling, and alignment across all stakeholders.</p> <p>Governance Framework and Controls: HGS implements a structured governance model with defined cadences, including executive steering reviews, program governance forums, and weekly delivery checkpoints. All risks, issues, dependencies, and change requests are tracked through centralized registers with defined ownership and resolution timelines. This approach consistently enables 95%+ milestone adherence and strong auditability, aligned to public sector governance expectations.</p> <p>AI-Enabled PMO and Predictive Insights: HGS enhances traditional PMO capabilities with AI-led analytics and predictive reporting.</p> <p>We leverage data-driven dashboards and historical delivery benchmarks to identify potential risks, schedule slippages, and resource constraints proactively. This enables early intervention, improved forecasting accuracy, and faster decision-making, reducing overall program risk and improving delivery predictability.</p> <p>Progress Tracking and Performance Management Tools: HGS utilizes industry-standard tools integrated into a unified reporting ecosystem.</p> <p>Microsoft Project and Azure DevOps are used for schedule and task management, while Power BI dashboards provide real-time visibility into milestones, deliverables, risks, financials, and resource utilization. Where required, agile workstreams are managed through tools such as Jira.</p> <p>Clients are provided with a single source of truth through live dashboards, enabling transparent, data-driven tracking of program health.</p> <p>Collaboration and Document Management: HGS uses secure platforms such as Microsoft Teams and SharePoint to enable real-time collaboration, centralized document management, and version control. This ensures all stakeholders have access to up-to-date information, supporting transparency, traceability, and compliance with public sector requirements.</p> <p>Reporting and Client Communication: HGS provides structured reporting tailored to stakeholder levels.</p> <p>Weekly reports include detailed progress updates, risks, issues, and upcoming activities. Monthly executive summaries provide program health, financial status, key decisions, and strategic insights. Dashboards provide near real-time visibility, enabling proactive governance and faster decision cycles.</p> <p>Risk, Issue and Change Management: HGS maintains centralized risk, issue, and change registers with defined escalation paths and governance controls. Formal change control boards are established for medium and large programs to manage scope, cost, and timeline impacts. This ensures controlled execution and minimizes disruption.</p> <p>Representative Public Sector Application: In a provincial public sector immigration and citizen services program in Canada, HGS implemented a centralized PMO with integrated dashboards and governance across multiple departments. This improved cross-functional coordination, reduced decision turnaround time, and enhanced visibility into program performance and risks.</p> <p>Scalability and Flexibility: HGS adapts PMO structure and tooling based on project size and complexity. Smaller engagements utilize lean governance and simplified reporting, while larger programs leverage full PMO structures with advanced analytics and multi-layer governance. This ensures the right balance between control, speed, and cost.</p> <p>Key Differentiators: HGS combines structured governance with AI-enabled predictive insights, enabling proactive risk management and improved delivery outcomes. Our integrated toolset provides real-time, single source of truth visibility, ensuring transparency and informed decision-making for all stakeholders. We align fully with public sector audit, compliance, and reporting requirements, ensuring traceability across all program activities. Our scalable PMO model ensures consistent delivery excellence across projects of varying size and complexity.</p> <p>Overall, HGS provides a robust, technology-enabled, and outcome-driven PMO capability that ensures effective governance, accurate progress tracking, and consistent, transparent communication throughout ERP implementation programs.</p>
--	--

<p>Describe how you handle dispute resolution during an active implementation.</p>	<p>HGS Canada Inc. follows a structured, proactive, and governance-driven approach to dispute resolution during ERP implementations, ensuring issues are addressed early, resolved collaboratively, and do not impact delivery timelines or stakeholder confidence.</p> <p>Our approach is built on prevention, rapid escalation, transparency, and structured resolution mechanisms aligned to public sector governance expectations.</p> <p>Proactive Risk and Issue Prevention: HGS emphasizes early identification of risks and potential disputes through structured governance, clear scope definition, and continuous stakeholder engagement. All risks, assumptions, and dependencies are documented and actively tracked from initiation, reducing the likelihood of disputes arising later in the program.</p> <p>Structured Issue Identification and Logging: All issues and potential disputes are logged in centralized registers with defined ownership, impact assessment, and resolution timelines. This ensures full visibility, traceability, and accountability, aligned with audit and compliance requirements.</p> <p>Tiered Escalation Framework: HGS follows a defined escalation model to resolve disputes efficiently.</p> <p>At the project level, issues are addressed by Project Managers and workstream leads through collaborative problem-solving. If unresolved, issues are escalated to the Program Manager and PMO for broader review and intervention. For critical disputes, escalation to the Executive Steering Committee enables timely decision-making and resolution.</p> <p>This structured escalation ensures rapid resolution while maintaining governance and control.</p> <p>Collaborative Resolution Approach: HGS prioritizes a partnership-based approach, working closely with client stakeholders to resolve disputes through fact-based discussions, impact analysis, and mutually agreed solutions. Our focus is on achieving outcomes aligned to program objectives rather than contractual positioning.</p> <p>Change Control and Scope Management: Many disputes arise from scope changes or evolving requirements. HGS manages this through formal change control processes, including impact assessment on cost, timeline, and resources. All changes are reviewed and approved through governance forums, ensuring transparency and alignment.</p> <p>Data-Driven Decision Making: HGS leverages real-time dashboards and program data to support objective decision-making during disputes. This includes schedule performance, resource utilization, and risk metrics, enabling informed and unbiased resolution.</p> <p>AI-Enabled Early Warning Indicators: Our PMO incorporates predictive analytics to identify potential delivery risks and deviations early. This enables proactive intervention before issues escalate into formal disputes, reducing overall program risk.</p> <p>Documentation and Audit Trail: All discussions, decisions, and resolutions are formally documented, ensuring full traceability and alignment with public sector audit requirements. This minimizes ambiguity and supports consistent governance.</p> <p>Representative Public Sector Application: In a provincial public sector immigration and citizen services program in Canada, HGS managed multiple stakeholders across departments with differing priorities and requirements. Through structured governance, transparent reporting, and proactive escalation, HGS resolved potential conflicts early, maintained alignment across stakeholders, and ensured uninterrupted program progress.</p> <p>Key Differentiators: HGS combines proactive risk management with structured governance and collaborative resolution, minimizing the likelihood and impact of disputes. Our tiered escalation model ensures timely resolution without disrupting delivery. AI-enabled insights and real-time reporting provide objective, data-driven support for decision-making. Our strong documentation and audit practices ensure transparency and compliance throughout the resolution process.</p> <p>Overall, HGS provides a disciplined, transparent, and collaborative dispute resolution approach that ensures issues are resolved efficiently, risks are minimized, and program delivery remains on track.</p>
--	--

<p>Detail your quality assurance and testing protocols before system go live.</p>	<p>HGS Canada Inc. applies a structured, risk-based Quality Assurance, QA, and testing framework specifically aligned to public sector ERP implementations, ensuring system stability, data integrity, auditability, and readiness for go-live with minimal disruption.</p> <p>Our QA and testing approach is integrated across the implementation lifecycle, governed through the PMO, and aligned to public sector compliance, traceability, and accountability requirements.</p> <p>QA Governance and Test Strategy: HGS establishes a centralized QA governance model led by an independent QA and Test Lead reporting into the PMO, ensuring separation from build teams and unbiased validation. A comprehensive Test Strategy and Test Plan is developed early in the program, defining scope, environments, entry and exit criteria, defect management protocols, and acceptance thresholds. This ensures alignment across stakeholders and provides a clear quality baseline before execution begins.</p> <p>Test Planning and Traceability: All business requirements, functional specifications, and integration points are mapped to test cases through a Requirements Traceability Matrix, RTM. This ensures 100% traceability from requirements to test execution, which is critical for auditability in public sector programs. Test scenarios are aligned to real-world use cases, including finance transactions, procurement workflows, HR processes, and citizen service interactions where applicable.</p> <p>Multi-Stage Testing Framework: HGS executes a structured, multi-stage testing approach covering:</p> <p>Unit Testing: validation of individual configurations and components by functional and technical teams. System Testing: end-to-end validation of ERP modules and workflows against business requirements. Integration Testing: validation of interfaces between ERP and legacy or third-party systems, ensuring data consistency and process continuity. User Acceptance Testing, UAT: business-led validation ensuring the system meets operational needs and user expectations.</p> <p>This layered approach ensures early defect detection and reduces downstream risks.</p> <p>Data Migration Validation: Data accuracy is critical in public sector ERP implementations. HGS integrates data validation within the testing lifecycle, including reconciliation checks, sampling, and full data validation cycles. We typically achieve 98–99% data accuracy at go-live through multiple mock migrations and validation checkpoints.</p> <p>Automated Testing and Accelerators: HGS leverages reusable test scripts, automation tools, and accelerators to improve efficiency and coverage. This reduces testing cycle timelines by 30–40% while maintaining high quality and consistency across test phases.</p> <p>Defect Management and Quality Metrics: All defects are logged, tracked, and prioritized through centralized tools such as Azure DevOps or equivalent platforms. HGS applies strict defect thresholds and exit criteria, ensuring that critical and high-priority defects are resolved prior to go-live. Typical quality benchmarks include high defect resolution rates and controlled defect leakage below 5% post go-live.</p> <p>Performance, Security and Compliance Testing: HGS conducts performance testing to validate system response times, scalability, and stability under expected workloads. Security and access controls are validated to ensure compliance with public sector data protection and privacy requirements. Audit and reporting functionalities are also tested to ensure traceability and regulatory compliance.</p> <p>Go-Live Readiness and Quality Gates: HGS enforces structured go-live readiness checkpoints, including completion of all testing phases, UAT sign-off, data validation approval, and infrastructure readiness. A formal go-live readiness review is conducted through governance forums to ensure all criteria are met before deployment.</p> <p>Representative Public Sector Application: In a provincial public sector immigration and citizen services program in Canada, HGS implemented a centralized QA framework with end-to-end testing across multiple departments and systems. This ensured consistent validation of workflows, high data accuracy, and successful readiness for system transition, while maintaining service continuity.</p> <p>Key Differentiators: HGS combines independent QA governance with integrated testing across all phases, ensuring unbiased validation and strong quality control. Our use of traceability frameworks and structured test governance ensures full auditability, aligned to public sector requirements. Automation and reusable accelerators enable faster testing cycles while maintaining high coverage and quality. Our proven benchmarks, including 98–99% data accuracy, 95%+ milestone adherence, and minimal defect leakage, demonstrate consistent delivery quality.</p> <p>Overall, HGS provides a disciplined, metrics-driven QA and testing approach that ensures ERP systems are fully validated, compliant, and ready for go-live with minimal risk and high confidence.</p>
---	---

<p>Describe your strategy for organizational change management and user adoption. Also describe how you measure user adoption.</p>	<p>HGS Canada Inc. follows a structured, outcome-driven Organizational Change Management (OCM), and user adoption strategy tailored to public sector ERP implementations, ensuring successful transition, high user acceptance, and sustained operational performance.</p> <p>Our approach is embedded across the ERP lifecycle and aligned with governance, communication, and training frameworks to minimize resistance and maximize adoption.</p> <p>OCM Strategy and Framework: HGS applies a structured OCM framework covering stakeholder engagement, communication, training, and adoption tracking. OCM is initiated early during the discovery phase and continues through post go-live stabilization, ensuring change is managed proactively rather than reactively. We conduct change impact assessments to identify how processes, roles, and systems will be affected across departments and user groups.</p> <p>Stakeholder Engagement and Alignment: HGS identifies key stakeholders across business units, leadership, and operational teams, and establishes clear engagement plans. Regular workshops, governance forums, and feedback loops are used to ensure alignment and address concerns early. This approach reduces resistance and ensures strong ownership across departments.</p> <p>Communication Strategy: HGS develops a structured communication plan tailored to different stakeholder groups, ensuring clarity and consistency throughout the program. Communications include project updates, change impacts, benefits realization, and readiness messaging, delivered through multiple channels such as town halls, emails, and digital platforms. This ensures transparency and builds confidence in the transformation.</p> <p>Training and Knowledge Enablement: HGS delivers role-based training programs aligned to user responsibilities and system usage. This includes instructor-led sessions, digital learning modules, user guides, and hands-on simulations. Training is supported by knowledge repositories and self-service materials to enable ongoing learning.</p> <p>User Adoption Measurement and KPIs: HGS uses a structured set of metrics to measure user adoption and readiness.</p> <p>Adoption Rate: percentage of users actively using the system within defined timelines, typically achieving 85–90%+ adoption within the first 60–90 days post go-live. System Utilization: frequency and depth of system usage across modules and user groups. Training Completion and Effectiveness: percentage of users trained, assessment scores, and feedback ratings. User Satisfaction: feedback surveys and sentiment analysis to assess user experience. Support Metrics: volume and type of support requests, indicating areas requiring additional training or system optimization.</p> <p>These metrics are tracked through dashboards and reported regularly to stakeholders, enabling data-driven interventions.</p> <p>Adoption Tracking and Continuous Improvement: HGS establishes adoption dashboards using analytics platforms, providing real-time visibility into user behavior and system usage. Insights from these dashboards are used to identify adoption gaps and implement targeted interventions such as refresher training or process adjustments.</p> <p>Post Go-Live Support and Reinforcement: HGS provides hypercare support focused on user enablement, rapid issue resolution, and continuous engagement. This includes floor support, helpdesk assistance, and targeted coaching for user groups facing challenges. This approach accelerates stabilization and improves user confidence.</p> <p>Representative Public Sector Application: In a provincial public sector immigration and citizen services program in Canada, HGS implemented a structured OCM strategy across multiple departments. Through targeted stakeholder engagement, role-based training, and adoption tracking, HGS enabled high user readiness and smooth transition to standardized processes, supporting scalable transformation.</p> <p>Key Differentiators: HGS integrates OCM as a core component of ERP delivery rather than a standalone activity, ensuring alignment across all phases of the program. Our data-driven adoption tracking enables proactive identification of gaps and targeted interventions, improving overall adoption outcomes. We consistently achieve 85–90%+ user adoption within the first 60–90 days post go-live, reducing dependency on extended support. Our approach balances structured governance with practical user enablement, ensuring both compliance and usability.</p> <p>Overall, HGS provides a comprehensive, measurable, and results-driven OCM and user adoption strategy that ensures successful ERP transformation with high engagement, minimal resistance, and sustained operational value.</p>
--	--

<p>List the training delivery methods you offer, as well as the customized training tools for Members.</p>	<p>HGS Canada Inc. provides a comprehensive, role-based training delivery model tailored to public sector ERP implementations, combining structured learning methods, digital enablement, and customized tools to ensure high user readiness and sustained adoption.</p> <p>Our training approach is aligned to Organizational Change Management (OCM) and is designed to address diverse user groups, varying digital maturity levels, and multi-department environments typical of Canoe members.</p> <p>Training Delivery Methods:</p> <p>Instructor-Led Training, ILT: HGS delivers structured classroom and virtual instructor-led sessions for core user groups, super users, and administrators. These sessions focus on hands-on system usage, business process walkthroughs, and real-life scenarios aligned to public sector workflows.</p> <p>Virtual and Remote Training: Live virtual sessions are delivered using secure collaboration platforms, enabling participation across multiple locations and jurisdictions. This approach is particularly effective for geographically distributed public sector teams.</p> <p>Self-Paced Digital Learning: HGS provides e-learning modules, recorded sessions, and microlearning content that users can access on demand. This supports flexible learning and allows users to revisit content post go-live.</p> <p>Role-Based and Persona-Driven Training: Training is customized based on user roles such as finance users, procurement teams, HR staff, and operational users. This ensures relevance and improves retention by focusing on day-to-day tasks specific to each role.</p> <p>Train-the-Trainer Model: HGS enables internal client champions and super users through dedicated training programs, allowing organizations to build internal capability and scale training efficiently. This approach is widely used in public sector programs to support long-term sustainability.</p> <p>Simulation and Hands-On Training: HGS provides sandbox environments and guided simulations where users can practice transactions and workflows in a controlled setting. This significantly improves user confidence and reduces errors post go-live.</p> <p>Customized Training Tools and Assets:</p> <p>ERP-Specific Training Manuals and SOPs: HGS develops customized user guides, standard operating procedures, and quick reference materials aligned to configured ERP processes and client-specific workflows.</p> <p>Digital Knowledge Base and Learning Portals: We provide centralized knowledge repositories accessible through platforms such as SharePoint or equivalent, enabling easy access to training materials, FAQs, and process documentation.</p> <p>Interactive Learning Aids: HGS develops step-by-step walkthroughs, job aids, and short video tutorials tailored to key transactions and processes, improving usability and reducing dependency on support teams.</p> <p>Adoption Dashboards and Learning Analytics: Training completion, assessment scores, and user engagement metrics are tracked through dashboards, enabling real-time visibility into readiness and adoption levels.</p> <p>Assessment and Certification Tools: HGS incorporates quizzes, assessments, and certification checkpoints to validate user readiness before go-live, ensuring users are adequately prepared to operate the system.</p> <p>Contextual and Embedded Help: Where applicable, HGS enables in-system guidance and contextual help features, allowing users to access instructions within the ERP system during live operations.</p> <p>Representative Public Sector Application: In a provincial public sector immigration and citizen services program in Canada, HGS delivered role-based, multi-channel training across departments, combining instructor-led sessions, digital learning modules, and knowledge repositories. This resulted in high user readiness and contributed to achieving over 85-90% user adoption within the first 60-90 days post go-live.</p> <p>Key Differentiators: HGS combines structured training delivery with digital enablement and analytics, ensuring training effectiveness is measurable and continuously improved. Our role-based and simulation-driven approach improves user confidence and reduces post go-live errors. We integrate training with OCM and adoption tracking, ensuring alignment between learning outcomes and actual system usage. Our approach reduces post go-live support dependency and accelerates stabilization timelines.</p> <p>Overall, HGS provides a scalable, flexible, and outcome-driven training model, supported by customized tools and digital assets, enabling public sector clients to achieve high user readiness, strong adoption, and sustained ERP value.</p>
--	--

<p>Explain how you assess user readiness before the system goes live.</p>	<p>HGS Canada Inc. applies a structured, data-driven approach to assess user readiness prior to ERP go-live, ensuring users are fully prepared to operate the system effectively, with minimal disruption to public sector operations.</p> <p>User readiness assessment is embedded within our Organizational Change Management (OCM) framework and is governed through defined checkpoints, measurable criteria, and formal sign-offs before go-live approval.</p> <p>Readiness Assessment Framework: HGS establishes a comprehensive readiness framework early in the program, defining clear criteria across training completion, system proficiency, process understanding, and stakeholder alignment. This framework is aligned to business roles and critical functions, ensuring that readiness is assessed not just at a general level, but at a role-specific and operational level.</p> <p>Role-Based Readiness Evaluation: Readiness is assessed based on user personas such as finance users, procurement teams, HR staff, and operational users. Each group is evaluated against defined competencies, including ability to execute key transactions, navigate workflows, and handle exceptions within the ERP system.</p> <p>Training Completion and Effectiveness Metrics: HGS tracks training completion rates, assessment scores, and participation levels. Users are required to complete role-based training and pass knowledge assessments before being considered ready. Typical benchmarks include 95%+ training completion and strong assessment performance prior to go-live.</p> <p>Hands-On Proficiency and Simulation Validation: Users participate in hands-on simulations and scenario-based exercises within test or sandbox environments. This validates their ability to perform real-world tasks such as financial transactions, approvals, reporting, and data entry. Simulation performance is used as a key indicator of readiness.</p> <p>User Acceptance Testing, UAT, Participation and Sign-Off: HGS ensures active involvement of business users in UAT, where they validate system functionality against business processes. Successful completion and sign-off of UAT by business stakeholders is a critical readiness milestone, confirming that users are confident in system usage.</p> <p>Adoption and Engagement Indicators: HGS monitors user engagement metrics such as training attendance, system access frequency during testing, and feedback participation. Low engagement areas are identified early and addressed through targeted interventions such as additional training or coaching.</p> <p>Readiness Dashboards and Reporting: HGS provides real-time readiness dashboards that consolidate key metrics, including training completion, assessment results, UAT participation, and issue resolution status. These dashboards provide a clear, data-driven view of readiness at user, department, and program levels.</p> <p>Go-Live Readiness Criteria and Quality Gates: HGS defines formal readiness criteria and quality gates that must be met before go-live approval. These include completion of training, successful UAT sign-off, resolution of critical issues, and confirmation of user preparedness. A formal go-live readiness review is conducted through governance forums, ensuring all stakeholders agree on readiness status.</p> <p>Targeted Remediation and Reinforcement: Where readiness gaps are identified, HGS implements targeted remediation actions such as refresher training, focused coaching, and additional simulations. This ensures all critical user groups meet readiness thresholds before go-live.</p> <p>Representative Public Sector Application: In a provincial public sector immigration and citizen services program in Canada, HGS implemented a structured readiness assessment framework across multiple departments. Through role-based training, simulation validation, and readiness dashboards, HGS ensured high user preparedness and achieved over 85–90% user adoption within the first 60–90 days post go-live.</p> <p>Key Differentiators: HGS combines structured readiness criteria with real-time analytics, enabling objective and measurable assessment of user preparedness. Our role-based and simulation-driven approach ensures users are not only trained but operationally ready before go-live. We integrate readiness assessment with governance and quality gates, ensuring no go-live decision is made without validated user readiness. Our data-driven approach enables early identification and resolution of gaps, reducing post go-live disruption.</p> <p>Overall, HGS provides a robust, measurable, and risk-mitigated approach to assessing user readiness, ensuring successful ERP adoption and smooth transition to live operations.</p>
<p>Explain how you ensure resource continuity throughout the duration of a project.</p>	<p>HGS Canada Inc. ensures resource continuity throughout ERP implementations through a structured workforce management approach, combining proactive planning, governance controls, and built-in redundancy to minimize disruption and maintain delivery consistency.</p> <p>Our approach is aligned to public sector expectations for stability, accountability, and long-term program continuity.</p> <p>Resource Planning and Allocation Strategy: HGS performs detailed resource planning during the initiation phase, aligning roles, skills, and capacity to project scope and timelines. Dedicated resources are assigned to key roles such as Program Manager, Solution Architect, Functional Leads, and Data Leads, ensuring continuity across critical workstreams. Resource plans are integrated into the PMO framework and tracked against milestones and deliverables.</p> <p>Dedicated Core Team Model: HGS deploys a stable core team for the duration of the project, particularly for leadership and critical functional roles. This ensures knowledge retention, consistency in decision-making, and strong stakeholder relationships. Core team continuity is a key performance expectation, with minimal planned rotation during active implementation phases.</p> <p>Backup and Shadow Resource Model: HGS maintains identified backup resources and shadowing mechanisms for all critical roles. Secondary resources are onboarded early and kept aligned through knowledge sharing and participation in key activities. This ensures seamless transition in the event of unforeseen resource changes without impacting delivery timelines.</p> <p>Knowledge Management and Documentation: All project knowledge, decisions, configurations, and processes are documented and stored in centralized repositories such as SharePoint or equivalent platforms. This ensures full traceability and enables rapid knowledge transfer if required, reducing dependency on individual resources.</p> <p>Cross-Training and Skill Redundancy: HGS implements cross-training across team members to build skill redundancy within the project team. This reduces single points of failure and ensures continuity across functional and technical areas.</p> <p>Performance Monitoring and Retention Focus: Resource performance is actively monitored through PMO governance, ensuring alignment with project objectives and early identification of any issues. HGS also focuses on resource engagement and retention, particularly for long-duration public sector programs, to maintain team stability.</p> <p>Global Delivery Model and Scalability: HGS leverages its Canada-led, globally enabled delivery model to ensure access to a broader talent pool. This allows rapid backfilling or scaling of resources while maintaining continuity and quality of delivery.</p> <p>Transition and Handover Protocols: In the event of any planned or unavoidable resource transition, HGS follows a structured handover process, including overlap periods, knowledge transfer sessions, and documentation updates. This ensures zero or minimal disruption to ongoing activities.</p> <p>Representative Public Sector Application: In a provincial public sector immigration and citizen services program in Canada, HGS maintained a stable core team across multiple phases of the program, supported by shadow resources and centralized knowledge management. This ensured continuity across departments and minimized disruption despite evolving program requirements.</p> <p>Key Differentiators: HGS combines proactive resource planning with built-in redundancy, ensuring continuity even in dynamic project environments. Our structured knowledge management and cross-training approach reduces dependency on individual resources and enhances team resilience. Our global delivery model provides access to scalable talent while maintaining strong local governance. We maintain high continuity in critical roles, ensuring consistent delivery and stakeholder confidence throughout the project lifecycle.</p> <p>Overall, HGS provides a robust and reliable resource continuity model that ensures stable delivery, knowledge retention, and uninterrupted progress across ERP implementation programs.</p>

<p>Describe your process for replacing a team member if a member requests a change.</p>	<p>HGS Canada Inc. follows a structured, responsive, and low-disruption approach for replacing team members when requested, ensuring continuity of delivery, knowledge retention, and minimal impact to project timelines.</p> <p>Our process is aligned to public sector expectations for transparency, governance, and service continuity.</p> <p>Request Intake and Acknowledgement: All replacement requests from the client are formally acknowledged through the PMO and logged within the issue and action tracking system. HGS confirms understanding of the request, including reasons, role expectations, and timelines, ensuring alignment before initiating the replacement process.</p> <p>Impact Assessment and Transition Planning: HGS conducts a rapid impact assessment to evaluate dependencies, critical tasks, and potential risks associated with the resource change. Where possible, pre-identified backup or shadow resources already familiar with the project are prioritized to reduce ramp-up time.</p> <p>Identification of Replacement Resource: HGS leverages its internal talent pool and global delivery model to identify qualified replacement candidates aligned to the required role, skills, and experience. Where possible, pre-identified backup or shadow resources already familiar with the project are prioritized to reduce ramp-up time.</p> <p>Client Review and Approval: Proposed replacement candidates are shared with the client, including profiles, certifications, and relevant experience. Replacement is finalized only after client review and approval, ensuring confidence in the selected resource.</p> <p>Structured Knowledge Transfer and Handover: HGS executes a formal knowledge transfer process, including documentation review, walkthrough sessions, and shadowing periods. All project artifacts, configurations, decisions, and pending tasks are transferred through centralized repositories and guided sessions.</p> <p>Overlap and Transition Period: Where feasible, an overlap period is maintained between outgoing and incoming resources to ensure continuity and minimize disruption. Critical activities are closely monitored during this period to maintain delivery stability.</p> <p>Performance Monitoring Post-Transition: The PMO closely monitors performance of the replacement resource during the initial transition period to ensure alignment with project expectations. Any gaps are addressed proactively through coaching or additional support.</p> <p>Documentation and Audit Trail: All replacement activities, approvals, and transitions are documented, ensuring full traceability and compliance with public sector governance requirements.</p> <p>Representative Public Sector Application: In a provincial public sector immigration and citizen services program in Canada, HGS managed resource transitions across multiple workstreams through structured handover and shadowing models. This ensured continuity of delivery, maintained stakeholder confidence, and avoided disruption to program timelines.</p> <p>Key Differentiators: HGS combines rapid response with structured transition planning, ensuring replacements are handled efficiently without impacting delivery. Our use of shadow resources and knowledge repositories minimizes ramp-up time and reduces dependency on individual team members. Client approval and transparent communication are embedded in the process, ensuring alignment and confidence throughout the transition. Our global talent pool enables quick identification of qualified resources while maintaining quality and consistency.</p> <p>Overall, HGS provides a controlled, transparent, and low-risk resource replacement process that ensures continuity, maintains delivery quality, and meets client expectations throughout ERP implementation programs.</p>
<p>Detail your experience managing multi-jurisdictional or group purchasing contracts.</p>	<p>HGS Canada Inc. brings demonstrable experience managing multi-jurisdictional and group-based engagements, closely aligned with cooperative procurement models where multiple public sector entities are served under a unified framework with entity-level flexibility.</p> <p>We have successfully delivered programs spanning multiple provinces, regions, and service entities, requiring centralized governance, standardized delivery, and scalable onboarding while accommodating jurisdiction-specific requirements.</p> <p>Multi-Jurisdictional Delivery Experience: HGS has supported public sector and regulated programs operating across multiple jurisdictions, each with distinct policies, compliance requirements, and stakeholder expectations. Our delivery model establishes standardized processes and governance at the core, while enabling controlled flexibility for regional or entity-specific variations. This approach consistently delivers 95%+ SLA adherence across multi-entity environments.</p> <p>Group-Based and Shared Services Model: HGS has experience operating centralized delivery models that support multiple agencies, departments, or entities under a single program structure. This includes managing shared services environments where each participating entity may have different service levels, reporting needs, and operational priorities, while maintaining overall consistency and cost efficiency.</p> <p>Representative Multi-Jurisdictional Experience:</p> <p>Canadian Crown Corporation, national service environment: HGS supports a nationwide program delivering services across multiple regions and jurisdictions, managing over 500,000+ annual interactions. The engagement includes integration with enterprise platforms, standardized workflows, and region-specific service variations. HGS implemented centralized governance and reporting, enabling consistent performance above 95% SLA and improved visibility across all jurisdictions.</p> <p>Provincial Transportation Authority, Canada: HGS manages service delivery across multiple operational regions, supporting over 250,000+ annual interactions with integration into operational and ticketing systems. A standardized delivery framework combined with localized execution enabled seamless coordination across jurisdictions, improved workflow efficiency, and consistent service performance.</p> <p>Provincial Public Sector Immigration and Citizen Services Program, Canada: HGS supported a multi-department, multi-stakeholder transformation initiative requiring alignment across various functional units and service streams. Through structured governance and standardized processes, HGS reduced fragmentation, improved cross-entity coordination, and enabled scalability for onboarding additional programs and services.</p> <p>Governance and Control Framework: HGS applies a centralized Program Management Office with tiered governance, including executive steering committees, program reviews, and operational forums. Standardized KPIs and SLAs are defined at program level, with the ability to track and report performance at individual entity level. This ensures transparency, auditability, and accountability across all participating members.</p> <p>Scalable Onboarding and Expansion Model: HGS uses a structured onboarding framework to add new entities into existing programs with minimal disruption. Reusable templates, standardized processes, and modular delivery models reduce onboarding effort by 20–30% and enable rapid scaling.</p> <p>Contract and Commercial Management: HGS has experience managing master service agreements with entity-level variations, including flexible pricing models aligned to size, complexity, and consumption. This ensures fairness and transparency while maintaining overall program efficiency.</p> <p>Risk Management and Compliance: HGS ensures consistent compliance across jurisdictions by aligning to varying regulatory, privacy, and policy requirements while maintaining unified data governance and security frameworks. Centralized risk and issue management enables proactive identification and mitigation across all entities.</p> <p>Key Differentiators: HGS combines centralized governance with localized flexibility, enabling effective delivery across diverse jurisdictions without compromising consistency. Our experience in high-volume, multi-entity environments demonstrates our ability to scale efficiently while maintaining service quality and compliance. Our structured onboarding and delivery model supports seamless expansion, making HGS well-suited for group purchasing frameworks where new members can be onboarded over time. Our hybrid delivery model enables 20–30% cost efficiency while maintaining strong governance and accountability.</p> <p>Overall, HGS provides a proven, scalable, and governance-driven approach to managing multi-jurisdictional and group purchasing engagements, ensuring consistent performance, efficient onboarding, and long-term program sustainability aligned to Canoe's framework.</p>

<p>List anything else you would like to include as part of your offering which is complementary to the main offering of ERP Implementation Services?</p>	<p>HGS Canada Inc. offers a set of complementary capabilities that enhance ERP implementation outcomes, reduce risk, and enable faster value realization for public sector organizations within the Canoe framework.</p> <p>ERP Readiness and Diagnostic Assessment, offered at no additional cost, valued up to CAD 75,000: HGS provides a structured ERP readiness assessment to participating members, including current state process diagnostics, data readiness evaluation, and high-level roadmap recommendations. This enables early identification of risks, 20–30% process inefficiencies, and clear prioritization of implementation scope, reducing downstream effort and cost.</p> <p>AI-Led Process Mining and Optimization, offered at no additional cost, valued up to CAD 50,000: HGS leverages process mining and analytics tools to analyze existing workflows, identify bottlenecks, and recommend optimization opportunities. This enables 20–30% efficiency improvements by eliminating redundant steps and embedding automation within ERP-enabled processes.</p> <p>Training, Knowledge Management and Adoption Toolkit, offered at no additional cost, valued up to CAD 40,000: HGS provides digital learning modules, role-based training assets, knowledge repositories, and adoption dashboards. This supports sustained user adoption, improves user readiness, and reduces dependency on post go-live support.</p> <p>Pre-Built Accelerators and Templates: HGS provides reusable accelerators across discovery, design, data migration, testing, and deployment phases. These accelerators reduce implementation timelines by 20–30%, improve consistency, and minimize rework across public sector implementations.</p> <p>Data and Analytics Enablement: HGS enables advanced reporting and analytics through platforms such as Microsoft Fabric and Snowflake, providing real-time dashboards and performance insights for improved decision-making and transparency.</p> <p>Integration and Interoperability Frameworks: HGS provides standardized integration frameworks to connect ERP systems with legacy applications and third-party platforms, ensuring seamless data flow and reduced integration complexity.</p> <p>Scalable Managed Services and Support: HGS provides optional post-implementation managed services, including application support, enhancements, and SLA-driven operations with 95%+ SLA adherence and continuous improvement delivering 10–15% annual efficiency gains.</p> <p>Rapid Onboarding Model for New Members: HGS offers a structured onboarding framework enabling new Canoe members to be onboarded efficiently, reducing onboarding effort by 20–30% and supporting scalable expansion.</p> <p>Flexible Commercial Models: HGS provides flexible pricing structures aligned to member size and complexity, ensuring affordability, transparency, and alignment with public sector budget constraints.</p> <p>Representative Public Sector Application: In a provincial public sector immigration and citizen services program in Canada, HGS applied process optimization, standardized frameworks, and structured onboarding approaches to enable cross-department alignment, improved efficiency, and scalability.</p> <p>Key Differentiators: HGS combines ERP implementation with complementary capabilities such as process optimization, analytics, and managed services, delivering end-to-end transformation rather than standalone implementation. Our accelerators and structured frameworks enable faster delivery and reduced risk. Our Canada-led, globally enabled delivery model ensures strong governance while enabling 20–30% cost efficiency. Our focus on measurable outcomes ensures clients realize value beyond system deployment.</p>
--	--

ERP software solution selection support process

Question	Answer *
<p>Describe your process for conducting a business needs assessment for a public sector member.</p>	<p>HGS Canada Inc. follows a structured, evidence-based process for conducting business needs assessments for public sector members, ensuring alignment to organizational objectives, regulatory requirements, and operational realities prior to ERP solution selection.</p> <p>Our approach is designed to provide a clear, defensible foundation for ERP decisions, reducing downstream risk, rework, and cost overruns.</p> <p>Initiation and Stakeholder Alignment: HGS begins with stakeholder identification and engagement across departments, including finance, procurement, HR, IT, and operational units. We establish governance, define scope, and align on objectives, success criteria, and constraints such as budget, timelines, and regulatory considerations. This ensures all key stakeholders are engaged early and expectations are clearly defined.</p> <p>Current State Assessment and Process Discovery: HGS conducts detailed process discovery through workshops, interviews, and document reviews to understand existing workflows, systems, and pain points. We map current state processes across key functions and identify inefficiencies, redundancies, and manual interventions, typically uncovering 20–30% process inefficiencies. This phase also includes assessment of existing technology landscape and integration dependencies.</p> <p>Business Requirements Definition: HGS translates findings into structured, prioritized business and functional requirements. Requirements are categorized by criticality, aligned to business outcomes, and validated with stakeholders to ensure completeness and accuracy. This forms the foundation for ERP solution evaluation and selection.</p> <p>Data and Information Assessment: HGS evaluates data structures, data quality, governance practices, and reporting requirements. We identify gaps in data consistency, ownership, and accessibility, and define data requirements for the future ERP environment.</p> <p>Future State Vision and Process Design: HGS defines a future state operating model aligned to ERP best practices and public sector requirements. This includes standardized processes, improved workflows, and opportunities for automation and digital enablement. Clients typically achieve 25–40% improvement in process standardization through this exercise.</p> <p>Technology and Integration Assessment: HGS assesses existing systems, interfaces, and integration points to define technical requirements for the ERP solution. This ensures compatibility, scalability, and alignment with broader enterprise architecture.</p> <p>Risk, Compliance and Security Assessment: HGS evaluates regulatory, privacy, and security requirements specific to the public sector member. This includes data residency considerations, audit requirements, and compliance obligations, ensuring these are embedded into the solution selection criteria.</p> <p>Options Analysis and Evaluation Framework: HGS develops a structured evaluation framework, including scoring models, weighted criteria, and comparison matrices to assess ERP solutions objectively. This enables transparent, defensible decision-making aligned to business needs.</p> <p>Business Case and Recommendations: HGS develops a business case outlining costs, benefits, risks, and expected outcomes for shortlisted ERP options. This includes total cost of ownership analysis and identification of 15–25% cost optimization opportunities. Clear recommendations are provided to support informed decision-making.</p> <p>Documentation and RFP Support: HGS produces comprehensive documentation, including requirements, evaluation criteria, and supporting materials for ERP procurement processes. We support clients in issuing RFPs, evaluating vendor responses, and facilitating selection.</p> <p>Representative Public Sector Application: In a provincial public sector immigration and citizen services program in Canada, HGS conducted a detailed needs assessment across multiple departments, identifying process inefficiencies and aligning stakeholders on a standardized future state. This enabled a clear, structured foundation for system selection and reduced implementation complexity.</p> <p>Key Differentiators: HGS combines structured methodology with practical, execution-focused insights, ensuring assessments are actionable and aligned to implementation realities. Our data-driven approach enables identification of measurable improvement opportunities, including 20–30% process efficiencies and cost optimization. We ensure full stakeholder alignment and governance, reducing resistance and decision delays. Our vendor-agnostic approach ensures objective evaluation aligned to member needs rather than specific platforms.</p> <p>Overall, HGS provides a comprehensive, structured, and outcome-driven business needs assessment process, enabling public sector members to make informed, low-risk ERP solution decisions aligned to their operational and strategic goals.</p>

<p>Explain how you develop technical specifications for an ERP software.</p>	<p>HGS Canada Inc. follows a structured, traceable, and vendor-agnostic approach to developing technical specifications for ERP software, ensuring alignment with business requirements, public sector compliance needs, and long-term scalability.</p> <p>Our approach ensures that technical specifications are clear, complete, and directly usable for ERP vendor evaluation, implementation planning, and system design.</p> <p>Requirements Traceability and Alignment: HGS begins by translating approved business and functional requirements into technical requirements, ensuring full alignment through a Requirements Traceability Matrix, RTM. This ensures 100% traceability from business needs to technical specifications, supporting auditability and reducing gaps during implementation.</p> <p>Solution Architecture Definition: HGS defines the overall technical architecture, including ERP platform components, integration layers, data architecture, and infrastructure requirements. This includes alignment with cloud or on-premise strategies, ensuring scalability, performance, and compliance with public sector standards.</p> <p>Integration and Interface Specifications: HGS documents all required integrations between ERP and existing systems, including upstream and downstream applications. This includes interface definitions, data exchange formats, API requirements, frequency, and error handling mechanisms. Clear integration specifications reduce implementation risk and ensure system interoperability.</p> <p>Data Model and Migration Specifications: HGS defines detailed data requirements, including data models, entity relationships, data mapping rules, and transformation logic. Data migration specifications include validation rules, reconciliation criteria, and data governance requirements to ensure 98-99% data accuracy during transition.</p> <p>Security, Privacy and Access Controls: HGS incorporates detailed security specifications aligned to public sector requirements, including role-based access control, authentication mechanisms, data encryption, and audit logging. This ensures compliance with privacy regulations, data protection standards, and audit requirements.</p> <p>Performance and Scalability Requirements: HGS defines performance benchmarks, including system response times, transaction volumes, and concurrency requirements. Scalability considerations are included to support future growth and increased user demand.</p> <p>Reporting and Analytics Specifications: HGS defines reporting requirements, dashboards, and analytics capabilities, including integration with platforms such as Microsoft Fabric and Snowflake. This ensures availability of real-time insights, performance tracking, and audit reporting.</p> <p>Environment and Deployment Requirements: HGS specifies environment requirements, including development, testing, and production environments, along with deployment and release management protocols. This ensures controlled implementation and smooth transition across environments.</p> <p>Compliance and Regulatory Requirements: HGS embeds regulatory, privacy, and audit requirements into technical specifications, ensuring alignment with public sector policies and standards. This includes data residency, retention policies, and audit trail requirements.</p> <p>Validation and Stakeholder Sign-Off: All technical specifications are reviewed and validated through structured workshops with business, IT, and security stakeholders. Formal sign-off is obtained to ensure completeness and alignment before moving into implementation or vendor evaluation.</p> <p>Documentation and RFP Enablement: HGS produces comprehensive technical specification documents that can be directly used in ERP procurement processes. These documents enable objective vendor comparison and reduce ambiguity in proposals.</p> <p>Representative Public Sector Application: In a provincial public sector immigration and citizen services program in Canada, HGS developed detailed technical specifications covering integration, data, and security requirements across multiple systems and departments. This enabled clear vendor alignment, reduced implementation ambiguity, and supported a structured transition to standardized processes.</p> <p>Key Differentiators: HGS combines business-aligned requirements with deep technical expertise, ensuring specifications are both practical and implementation-ready. Our traceability-driven approach ensures full alignment between business needs and technical design, reducing rework and risk. We incorporate security, compliance, and scalability from the outset, ensuring future-ready ERP solutions. Our vendor-agnostic methodology enables objective evaluation and flexibility across ERP platforms.</p> <p>Overall, HGS provides a comprehensive, structured, and audit-ready approach to developing ERP technical specifications, enabling public sector clients to select and implement solutions with clarity, confidence, and reduced risk.</p>
--	--

<p>Describe your methodology for conducting a fit gap analysis between member needs and software capabilities.</p>	<p>HGS Canada Inc. follows a structured, traceable, and vendor-agnostic methodology for conducting fit-gap analysis, ensuring clear alignment between member business needs and ERP software capabilities while minimizing customization, cost, and implementation risk.</p> <p>Our approach is embedded within the ERP selection and design phases and is designed to provide a clear, defensible view of how well each solution meets public sector requirements.</p> <p>Preparation and Requirements Baseline: HGS begins with a validated and prioritized set of business and functional requirements derived from the needs assessment phase. Requirements are categorized by criticality, regulatory impact, and operational importance, ensuring focus on high-value and high-risk areas.</p> <p>Solution Demonstrations and Data Collection: HGS coordinates structured vendor demonstrations aligned to defined use cases and public sector scenarios, including finance, procurement, HR, and service workflows. Vendors are required to demonstrate capabilities against real-world scenarios, ensuring practical evaluation rather than theoretical responses.</p> <p>Fit-Gap Evaluation Framework: HGS applies a standardized scoring model to assess each requirement against ERP capabilities.</p> <p>Fit, requirement is fully supported out-of-the-box Partial Fit, requirement is supported with configuration or minor extension Gap, requirement is not supported or requires significant customization or workaround</p> <p>Each requirement is scored and weighted based on business criticality, ensuring objective and transparent evaluation.</p> <p>Gap Analysis and Impact Assessment: For all identified gaps, HGS performs detailed impact analysis, including: Effort and complexity of customization or configuration Impact on cost, timeline, and future upgrades Operational risks and workaround implications</p> <p>This ensures that decisions are made with full visibility into trade-offs.</p> <p>Customization and Configuration Strategy: HGS defines a clear approach to minimize customization and prioritize standard ERP capabilities. Where gaps exist, options are evaluated including process changes, configuration, extensions, or third-party solutions. This typically reduces unnecessary customization by 25–40%, lowering long-term maintenance costs.</p> <p>Stakeholder Validation Workshops: HGS conducts structured workshops with business and technical stakeholders to review fit-gap results, validate findings, and align on acceptable trade-offs. This ensures cross-functional agreement and reduces decision delays.</p> <p>Comparative Analysis and Scoring: HGS consolidates fit-gap results into comparative scorecards across shortlisted ERP solutions. Weighted scoring enables objective comparison, supporting transparent and defensible decision-making aligned to procurement requirements.</p> <p>Documentation and Decision Support: HGS produces detailed fit-gap analysis reports, including requirement mapping, scoring, identified gaps, and recommended approaches. These reports are structured to support procurement evaluation, auditability, and governance approvals.</p> <p>Representative Public Sector Application: In a provincial public sector immigration and citizen services program in Canada, HGS conducted a detailed fit-gap analysis across multiple departments and workflows. This enabled identification of process standardization opportunities, reduced customization requirements, and supported selection of a solution aligned to long-term operational needs.</p> <p>Key Differentiators: HGS combines structured evaluation with practical implementation insight, ensuring fit-gap analysis reflects real delivery considerations, not just theoretical capability. Our weighted scoring and traceability approach ensures full transparency and auditability, aligned to public sector procurement standards. We prioritize configuration over customization, reducing long-term cost and risk. Our stakeholder-driven validation ensures alignment across departments and faster decision-making.</p> <p>Overall, HGS provides a comprehensive, data-driven, and outcome-focused fit-gap analysis methodology, enabling public sector members to select ERP solutions that best align with their needs while minimizing risk, cost, and complexity.</p>
--	--

<p>Detail your approach to calculating the total cost of ownership for software solutions.</p>	<p>HGS Canada Inc. applies a structured, transparent, and audit-ready approach to calculating Total Cost of Ownership, TCO, for ERP software solutions, enabling public sector members to make informed, defensible decisions aligned to budget, lifecycle costs, and long-term value.</p> <p>Our TCO methodology goes beyond initial licensing and implementation costs, incorporating full lifecycle costs, operational impacts, and risk considerations.</p> <p>TCO Framework and Cost Categories: HGS defines TCO across a multi-year horizon, typically 5 to 10 years, aligned to public sector planning cycles. Cost components are categorized into clear buckets to ensure completeness and transparency.</p> <p>Software and Licensing Costs: Includes subscription or perpetual licensing fees, user-based pricing, module costs, and any third-party software required. We normalize licensing models across vendors to enable accurate comparison.</p> <p>Implementation and Deployment Costs: Includes design, configuration, integration, data migration, testing, and deployment activities. We leverage historical benchmarks and accelerators to estimate realistic implementation effort and identify 20–30% optimization opportunities.</p> <p>Infrastructure and Hosting Costs: Includes cloud or on-premise infrastructure, environments, storage, network, backup, and disaster recovery. We compare cloud versus on-premise scenarios to identify cost-effective options aligned to member needs.</p> <p>Integration and Customization Costs: Includes development of integrations, extensions, and any required customizations. HGS prioritizes configuration over customization, typically reducing long-term costs by 25–40%.</p> <p>Data Migration and Transition Costs: Includes data cleansing, migration cycles, validation, and cutover activities. These costs are estimated based on data volume, complexity, and number of source systems.</p> <p>Operational and Support Costs: Includes application support, managed services, helpdesk, maintenance, upgrades, and ongoing enhancements. We include SLA-based support models and estimate costs over the full lifecycle.</p> <p>Training and Change Management Costs: Includes training delivery, user enablement, knowledge management, and adoption support. We incorporate both initial training and ongoing learning requirements.</p> <p>Internal Resource and Productivity Impact: HGS factors in internal effort required from client teams, including backfill costs, productivity impact during transition, and change adoption efforts.</p> <p>Risk and Contingency Costs: We include contingency provisions for identified risks such as data complexity, integration challenges, and regulatory requirements, ensuring realistic cost projections.</p> <p>Cost Normalization and Comparison: HGS standardizes cost structures across different ERP vendors and deployment models to enable apples-to-apples comparison. This includes aligning pricing units, timelines, and scope assumptions.</p> <p>Scenario Modeling and Sensitivity Analysis: HGS develops multiple cost scenarios based on different deployment models, user volumes, and implementation approaches. Sensitivity analysis is applied to understand cost drivers and potential variations, enabling better decision-making.</p> <p>Benefits and Value Alignment: In addition to costs, HGS aligns TCO with expected benefits such as process efficiencies, reduced manual effort, and improved service delivery. This typically identifies 15–25% cost optimization opportunities and supports a strong business case.</p> <p>Commercial Alignment and Right-Sizing for Members: HGS uses TCO outputs to recommend right-sized deployment and pricing models aligned to member size, complexity, and budget constraints, ensuring smaller municipalities are not over-engineered while larger entities receive scalable solutions. We optimize licensing, infrastructure, and delivery mix, including hybrid delivery models, to reduce total program costs by 20–30% while maintaining governance, compliance, and performance expectations.</p> <p>Reporting and Transparency: HGS presents TCO through detailed cost models, dashboards, and summary reports, providing clear visibility into cost components, assumptions, and drivers. This ensures transparency, auditability, and alignment with public sector procurement requirements.</p> <p>Representative Public Sector Application: In a provincial public sector immigration and citizen services program in Canada, HGS developed a comprehensive cost model covering implementation, operations, and long-term support. This enabled informed decision-making, identification of cost optimization opportunities, and alignment with budget constraints.</p> <p>Key Differentiators: HGS provides a full lifecycle TCO view rather than focusing only on upfront costs, enabling more accurate and sustainable decisions. Our structured cost normalization ensures fair comparison across vendors and deployment models. We incorporate real delivery benchmarks and accelerators, improving estimation accuracy and reducing cost overruns. Our scenario-based approach enables clients to evaluate trade-offs and select optimal solutions aligned to their needs.</p> <p>Overall, HGS delivers a comprehensive, transparent, and data-driven TCO methodology that enables public sector members to select ERP solutions with confidence, balancing cost, risk, and long-term value.</p>
--	--

<p>How do you confirm your firm's neutrality regarding partnerships or financial incentives you may receive from software OEMs?</p>	<p>HGS Canada Inc. maintains a vendor-agnostic and independent advisory approach to ERP software selection, ensuring that all recommendations are based solely on member requirements, best-fit capabilities, and long-term value, with no bias from partnerships or financial incentives.</p> <p>Vendor-Agnostic Advisory Model: HGS operates independently of any single ERP OEM and supports multiple platforms, including Microsoft Dynamics 365, SAP, and other leading solutions. Our advisory and selection services are governed by a strict principle of recommending the best-fit solution based on functional alignment, scalability, cost, and compliance, rather than vendor affiliation.</p> <p>Separation of Advisory and OEM Influence: HGS maintains clear internal separation between advisory services and any OEM partnership activities. Teams involved in ERP selection and evaluation are governed by objective criteria and are not incentivized based on selection of a specific vendor. This ensures unbiased evaluation and protects the integrity of the selection process.</p> <p>Structured and Transparent Evaluation Framework: HGS uses a standardized, weighted evaluation and scoring methodology aligned to member requirements. All ERP solutions are assessed against the same criteria, including functionality, technical fit, cost, risk, and implementation considerations. This ensures a transparent, defensible, and auditable selection process.</p> <p>No Undisclosed Financial Incentives: HGS does not accept or rely on undisclosed commissions, referral fees, or financial incentives that would influence ERP selection decisions. Any existing partnerships are disclosed where required, and recommendations remain independent of such relationships.</p> <p>Governance and Auditability: All evaluation decisions, scoring, and recommendations are documented and traceable, ensuring full auditability aligned to public sector procurement standards. Stakeholders are involved throughout the process, ensuring transparency and shared decision-making.</p> <p>Client-Centric Recommendation Approach: HGS aligns recommendations strictly to member-specific needs, including organizational size, complexity, budget constraints, and long-term strategy. We also consider total cost of ownership, scalability, and risk to ensure sustainable outcomes.</p> <p>Representative Public Sector Application: In a provincial public sector immigration and citizen services program in Canada, HGS conducted a structured, vendor-agnostic assessment and supported decision-making based on defined criteria and stakeholder alignment. This ensured selection of a solution aligned to long-term operational needs rather than vendor preference.</p> <p>Key Differentiators: HGS combines multi-platform capability with a strict vendor-neutral advisory approach, ensuring objective and unbiased recommendations. Our structured evaluation methodology ensures transparency and defensibility, critical for public sector procurement. We prioritize long-term value, scalability, and risk mitigation over short-term considerations. Our governance-driven approach ensures that all decisions are aligned to member interests and fully auditable.</p> <p>Overall, HGS provides an independent, transparent, and defensible ERP selection approach, ensuring that Canoe members receive unbiased recommendations aligned to their specific needs and best interests.</p>
	<p>Blank - NA</p>
	<p>Blank - NA</p>

Member access to program offering

Question	Response
<p>List the steps required for Canoe Members who want to engage with your firm to discuss their ERP implementation needs. Begin from initial contact to providing a price proposal and quotation.</p>	<p>HGS Canada Inc. provides a structured, transparent, and efficient engagement process for Canoe Members, ensuring a clear progression from initial contact through to submission of a price proposal and quotation.</p> <p>Step 1, Initial Contact and Acknowledgement: Canoe Members initiate engagement through Canoe referral or direct outreach. HGS acknowledges the request within 1–2 business days and schedules an introductory discussion.</p> <p>Step 2, Preliminary Discussion and Intake: HGS conducts an initial call to understand high-level requirements, current environment, timelines, and key objectives. This ensures early alignment and efficient scoping.</p> <p>Step 3, Discovery and Needs Assessment: HGS facilitates focused discovery sessions with key stakeholders to assess business processes, systems, data landscape, and challenges. Where required, a high-level diagnostic is conducted to identify gaps and opportunities, typically uncovering 20–30% process inefficiencies.</p> <p>Step 4, Scope Definition and Assumptions: Based on discovery, HGS defines a preliminary scope of work, including ERP modules, integrations, data migration needs, and delivery approach. Key assumptions, constraints, and dependencies are documented to ensure transparency.</p> <p>Step 5, Solution Approach and Delivery Model: HGS develops a tailored solution approach aligned to member size, complexity, and budget. This includes implementation methodology, resource model, governance structure, and use of accelerators.</p> <p>Step 6, Commercial Structuring and Pricing Model: HGS defines a right-sized pricing approach based on scope and delivery model. This includes role-based, milestone-based, or blended pricing structures, with optimization levers such as hybrid delivery enabling 20–30% cost efficiency.</p> <p>Step 7, Proposal Development: HGS prepares a comprehensive proposal including scope, approach, timelines, resource plan, governance, assumptions, and detailed pricing. The proposal is aligned to Canoe framework requirements and public sector expectations.</p> <p>Step 8, Internal Review and Quality Assurance: All proposals undergo internal governance, financial validation, and quality checks to ensure accuracy, competitiveness, and compliance.</p> <p>Step 9, Submission of Price Proposal and Quotation: HGS submits the formal proposal and pricing quotation within agreed timelines. All pricing is transparent, with clear breakdowns, assumptions, and inclusions to support evaluation and decision-making.</p> <p>Step 10, Clarifications and Final Alignment: HGS supports follow-up discussions, clarifications, and refinements as required, ensuring full alignment prior to engagement confirmation.</p> <p>Key Differentiators: HGS provides a fast, structured, and low-friction engagement model, enabling rapid turnaround from initial contact to proposal submission. Our disciplined discovery and scoping approach ensures accurate pricing and reduces risk of change orders. We align solutions and pricing to member size and complexity, ensuring affordability and value. Our governance-led proposal process ensures high quality, transparency, and compliance with public sector procurement standards.</p>

List all the information you require at minimum from Canoe members in order to provide a project plan and subsequent price proposal to Members.

HGS Canada Inc. requires a defined minimum set of information from Canoe Members to develop an accurate project plan and subsequent price proposal, ensuring alignment to scope, complexity, and public sector requirements while avoiding over- or under-estimation.

Our approach is designed to be efficient and non-intrusive, requiring only essential inputs to enable a structured and defensible proposal.

Organizational Overview and Context:

Basic information about the member organization, including size, number of users, departments in scope, and organizational structure. This helps determine scale, complexity, and resource requirements.

Current Systems and Technology Landscape:

Details of existing ERP or legacy systems, including modules in use, integrations, and any known limitations or challenges. This enables assessment of migration complexity and integration effort.

Scope of Implementation:

High-level scope including functional areas such as finance, procurement, HR, payroll, asset management, or citizen services. Clarity on whether the engagement is full ERP implementation, phased rollout, or module-specific.

Business Objectives and Key Drivers:

Primary goals for the ERP initiative, such as process standardization, system replacement, reporting improvements, or cost optimization. This ensures solution alignment with strategic priorities.

User Base and Volume Estimates:

Number of users, user types, and expected transaction volumes. This supports sizing of licenses, infrastructure, and support requirements.

Data Landscape and Migration Requirements:

High-level information on data sources, data volumes, and quality considerations. This enables estimation of data migration effort and complexity.

Integration Requirements:

List of key systems requiring integration with the ERP solution, including third-party applications and internal systems. This informs technical design and effort estimation.

Timeline and Implementation Expectations:

Expected timelines, key milestones, and any external constraints such as fiscal cycles or regulatory deadlines. This supports planning and resource allocation.

Delivery Preferences and Constraints:

Preferences for onsite, remote, or hybrid delivery, along with any location, security, or compliance requirements. This ensures alignment with public sector policies and cost considerations.

Security and Compliance Requirements:

Any specific regulatory, privacy, or security requirements that must be adhered to, including data residency or audit obligations. This informs solution design and delivery approach.

Budgetary Guidance, if available:

Indicative budget range or constraints, if available, to enable right-sized solutioning and avoid over-engineering. This helps align scope and pricing expectations early.

Stakeholders and Governance Structure:

Identification of key stakeholders, decision-makers, and governance expectations. This ensures effective engagement and streamlined communication.

Assumptions and Clarifications:

HGS works with members to validate assumptions and fill gaps through targeted discussions, ensuring completeness of inputs before proposal finalization.

Key Differentiators:

HGS requires only essential inputs to rapidly develop accurate project plans and pricing, reducing burden on member organizations. Our structured intake approach ensures alignment between scope, complexity, and cost, minimizing risk of change orders. We leverage accelerators and benchmarks to provide realistic estimates even with limited initial data. Our approach supports both early-stage exploratory discussions and more detailed, procurement-ready engagements.

Overall, HGS provides a streamlined and structured information intake process that enables Canoe Members to quickly receive accurate, transparent, and well-aligned project plans and price proposals with minimal effort.

<p>List the information which would be helpful but not mandatory for your firm to provide a project plan and price proposal to Members.</p>	<p>HGS Canada Inc. can develop a robust project plan and price proposal with minimal required inputs; however, the following additional information, while not mandatory, can further enhance accuracy, reduce assumptions, and enable more optimized and tailored solutions for Canoe Members.</p> <p>Detailed Process Documentation: Existing process maps, standard operating procedures, or workflow documentation across finance, procurement, HR, and other functions. This enables deeper analysis and identification of optimization opportunities beyond the typical 20–30% baseline.</p> <p>Current Pain Points and Known Challenges: Specific operational issues, inefficiencies, or system limitations experienced by users. This helps prioritize high-impact areas and refine solution design.</p> <p>Detailed User Profiles and Role Definitions: Breakdown of user roles, responsibilities, and access requirements. This supports more precise sizing of licenses, security design, and training plans.</p> <p>Historical Data Volumes and Growth Trends: Information on data volumes, transaction history, and expected growth. This improves accuracy of data migration planning, infrastructure sizing, and performance considerations.</p> <p>Existing Integration Architecture: Detailed documentation of current integrations, APIs, and data flows between systems. This enables more precise estimation of integration complexity and effort.</p> <p>Reporting and Analytics Requirements: Examples of current reports, dashboards, and analytics needs. This helps design a more effective reporting framework using platforms such as Microsoft Fabric or Snowflake.</p> <p>Organizational Change Readiness: Insights into organizational readiness for change, including past transformation experiences and user maturity levels. This allows tailoring of Organizational Change Management (OCM) and training strategies.</p> <p>Preferred ERP Platforms or Shortlisted Vendors: If available, information on preferred or shortlisted ERP solutions. This enables more targeted solutioning and cost estimation.</p> <p>Detailed Timeline Constraints: Specific deadlines, fiscal cycles, or regulatory milestones influencing implementation timelines. This supports more accurate scheduling and resource planning.</p> <p>Budget Range or Funding Constraints: Indicative budget expectations or funding approvals. This helps ensure right-sized solutioning and avoids over-engineering.</p> <p>Internal Resource Availability: Availability of internal subject matter experts and project team members. This impacts delivery model, timelines, and cost optimization opportunities.</p> <p>Security, Privacy and Compliance Details: Detailed security policies, data residency requirements, and compliance standards. This enables more precise alignment with public sector regulatory expectations.</p> <p>Lessons Learned from Previous Implementations: Insights from past ERP or system implementations, including challenges and success factors. This helps avoid repeat issues and refine delivery approach.</p> <p>Key Differentiators: HGS leverages optional inputs to significantly improve estimation accuracy, reduce contingencies, and optimize delivery models. Our structured approach ensures that even with limited inputs, proposals remain realistic and defensible, while additional inputs enable enhanced precision and cost optimization. We balance flexibility with rigor, allowing Canoe Members to engage at varying levels of readiness without delaying the proposal process.</p> <p>Overall, HGS provides a flexible and adaptive intake approach, where additional information enhances solution precision and efficiency, but is not required to initiate engagement or develop a high-quality project plan and price proposal.</p>
---	--

Scalability and staffing

Question	Answer *
----------	----------

Explain how you will manage multiple, simultaneous implementation projects for different members who may have similar competing timelines. With legacy software sunseting by 2029, there will be increased demand and a bottle neck effect for demand for ERP Implementation services.

HGS Canada Inc. is well-positioned to manage multiple, simultaneous ERP implementations for Canoe Members, including periods of peak demand driven by legacy system sunseting timelines, through a scalable delivery model, strong governance, and capacity planning aligned to public sector needs.

Our approach is designed to proactively address demand surges, avoid resource bottlenecks, and ensure consistent delivery quality across parallel programs.

Centralized Portfolio Governance and PMO:

HGS operates a centralized portfolio-level PMO that oversees all concurrent ERP programs across members. This includes demand forecasting, prioritization, resource allocation, and dependency management across projects. A portfolio view enables proactive balancing of workloads and ensures no single program impacts another.

Demand Forecasting and Capacity Planning:

HGS uses forward-looking demand planning aligned to known timelines such as legacy system sunset deadlines. We model expected demand surges and maintain capacity buffers to accommodate peak periods. This ensures readiness to onboard multiple members without delays.

Scalable Resource Pool and Global Delivery Model:

HGS leverages a Canada-led, globally enabled delivery model with access to a large pool of certified ERP consultants, architects, and specialists. This allows rapid scaling of teams across multiple projects while maintaining strong local governance and compliance. Our model enables 20-30% cost efficiency while ensuring continuity and quality.

Dedicated Core Teams with Shared Specialist Pools:

Each project is assigned a dedicated core team for continuity, while specialized roles such as integration experts, data specialists, and QA resources are managed through shared pools. This ensures efficient utilization of critical skills across multiple projects without compromising delivery.

Standardized Methodology and Accelerators:

HGS applies a standardized ERP implementation methodology supported by reusable accelerators, templates, and tools. This reduces delivery timelines by 20-30% and enables parallel execution across projects with consistent quality and governance.

Phased and Staggered Implementation Approach:

Where multiple members have similar timelines, HGS applies staggered onboarding and phased delivery models. This ensures optimal resource utilization, reduces peak load pressure, and enables smoother execution across programs.

AI-Enabled Resource and Risk Management:

HGS leverages data-driven and AI-enabled PMO capabilities to monitor resource utilization, identify potential bottlenecks, and predict delivery risks across concurrent programs. This enables proactive reallocation of resources and early intervention to avoid delays.

Partner Ecosystem and Extended Capacity:

HGS maintains a strong ecosystem of certified partners and associates to augment capacity during peak demand periods. This provides additional flexibility while maintaining quality standards and governance.

Rapid Onboarding and Knowledge Transfer Frameworks:

HGS uses structured onboarding and knowledge transfer frameworks to quickly mobilize new teams and resources across projects. This reduces ramp-up time and ensures consistency in delivery.

Quality and Governance Consistency Across Programs:

All projects operate under standardized governance, quality assurance, and reporting frameworks, ensuring consistent outcomes regardless of scale or concurrency. This includes 95%+ milestone adherence and strong auditability across programs.

Representative Public Sector Application:

HGS has successfully managed multiple concurrent transformation programs within public sector environments, including a Canadian multi-department program where 3-5 parallel workstreams were executed across multiple functional areas and stakeholder groups. In this engagement, HGS managed simultaneous delivery streams including process transformation, system integration, and data standardization across departments, supported by centralized PMO governance and shared specialist pools. Despite overlapping timelines and competing priorities, HGS maintained consistent delivery performance with 95%+ milestone adherence and no impact on program quality or timelines, demonstrating our ability to scale and manage concurrent implementations effectively.

Key Differentiators:

HGS combines centralized portfolio governance with scalable delivery capacity, enabling effective management of multiple concurrent ERP implementations.

Our hybrid delivery model and global talent pool mitigate resource bottlenecks during peak demand periods. Our use of accelerators and standardized frameworks enables faster, parallel delivery without compromising quality.

AI-enabled planning and monitoring provide proactive control over resource utilization and project risks.

Overall, HGS provides a robust, scalable, and future-ready delivery model capable of supporting increased demand and managing multiple simultaneous ERP implementations, ensuring Canoe Members receive timely, high-quality outcomes despite market-wide capacity constraints.

Detail how you ensure consistent pricing and service levels across all participating members.

HGS Canada Inc. ensures consistent pricing and service levels across all participating Canoe Members through a standardized commercial framework, centralized governance, and controlled delivery models, while still allowing flexibility to align with member size, scope, and complexity.

Our approach balances fairness, transparency, and scalability, ensuring all members receive equitable value and consistent service quality.

Standardized Rate Card and Pricing Framework:
HGS establishes a baseline rate card for roles and services applicable across all Canoe Members. This ensures consistency in pricing structure, while allowing controlled adjustments based on scope, complexity, and delivery model. All pricing is aligned to clearly defined roles, deliverables, and effort estimates, ensuring transparency and comparability.

Defined Pricing Models and Commercial Structures:
HGS applies standardized pricing models, including role-based, milestone-based, and blended pricing structures. These models are consistently applied across members, ensuring uniformity in how services are priced while allowing flexibility to right-size solutions.

Scope-Based and Complexity-Based Adjustments:
While pricing frameworks are standardized, HGS applies controlled adjustments based on member-specific factors such as organization size, number of users, integrations, and data complexity. This ensures smaller municipalities are not overcharged while larger entities receive appropriately scaled solutions.

Centralized Commercial Governance:
All pricing proposals are reviewed through a centralized commercial governance process, ensuring alignment with approved rate structures, margins, and Canoe framework expectations. This prevents inconsistencies and ensures fairness across all participating members.

Service Level Standardization and SLAs:
HGS defines standard service levels and SLAs applicable across all implementations, including delivery timelines, quality benchmarks, and support performance. Typical benchmarks include 95%+ milestone adherence, 98–99% data accuracy, and defined response and resolution times for support services.

Standardized Delivery Methodology and Quality Frameworks:
All projects follow the same ERP implementation methodology, QA processes, and governance standards. This ensures consistent service quality, regardless of member size or location.

PMO Oversight and Performance Monitoring:
A centralized PMO monitors delivery performance across all member engagements, ensuring adherence to SLAs, timelines, and quality standards. Performance metrics and dashboards provide visibility and enable proactive intervention where required.

Transparent Assumptions and Pricing Breakdown:
HGS provides detailed pricing breakdowns, assumptions, and scope definitions in all proposals. This ensures clarity and consistency, enabling members to understand and compare pricing easily.

Use of Accelerators and Reusable Assets:
HGS leverages standardized accelerators, templates, and tools across all engagements. This ensures consistent delivery quality while enabling cost efficiencies of 20–30% across members.

Periodic Review and Continuous Improvement:
HGS conducts periodic reviews of pricing and service delivery across programs to ensure ongoing alignment, competitiveness, and adherence to Canoe framework expectations.

Representative Public Sector Application:
In multi-entity public sector environments, HGS has applied standardized pricing frameworks and centralized governance to support multiple programs with consistent service levels and transparent pricing structures. This ensured fairness, comparability, and sustained performance across participating entities.

Key Differentiators:
HGS combines standardized pricing frameworks with controlled flexibility, ensuring both consistency and fairness across diverse members. Our centralized governance ensures adherence to pricing standards and prevents variability. Our use of accelerators and hybrid delivery models enables cost efficiency without compromising service quality. Our transparent and auditable approach aligns with public sector procurement and governance expectations.

Overall, HGS provides a consistent, transparent, and scalable pricing and service delivery model that ensures all Canoe Members receive equitable value, predictable costs, and high-quality ERP implementation services.

Explain your staffing model and structure.

HGS Canada Inc. utilizes a structured, scalable, and role-based staffing model designed to support ERP implementations across public sector environments, ensuring the right mix of expertise, continuity, and cost efficiency.

Our staffing approach is aligned to project size, complexity, and member requirements, while maintaining consistency in governance, quality, and delivery outcomes.

Core Delivery Team Structure:
Each engagement is supported by a dedicated core team responsible for end-to-end delivery. This typically includes a Program Manager or Project Manager, Solution Architect, Functional Leads for key modules such as finance, procurement, and HR, Technical Leads for integration and development, Data Migration Lead, QA and Testing Lead, and Organizational Change Management (OCM) Lead. This structure ensures accountability, continuity, and clear ownership across all workstreams.

Pod-Based and Scalable Team Model:
HGS uses a pod-based structure where cross-functional teams are organized into modular units aligned to specific workstreams or modules. Each pod includes functional, technical, and testing capabilities, enabling parallel execution across multiple streams and improving efficiency. Pods can be scaled up or down based on project needs, ensuring flexibility without disrupting delivery.

Blended Onshore and Global Delivery Model:
HGS operates a Canada-led, globally enabled delivery model. Client-facing and governance roles are primarily onshore, ensuring stakeholder alignment and compliance with public sector requirements. Technical, data, and support roles are delivered through a combination of onshore and global resources, enabling scalability and 20–30% cost efficiency.

Shared Specialist Pools:
Specialized resources such as integration experts, data architects, and QA specialists are managed through centralized pools and deployed across projects as needed. This ensures optimal utilization of critical skills while maintaining consistency and quality.

Dedicated vs Shared Resource Allocation:
Critical roles and leadership positions are assigned as dedicated resources to ensure continuity and accountability. Non-critical or highly specialized roles are shared across engagements to improve efficiency and reduce costs.

Resource Governance and Performance Management:
All resources are governed through the PMO, with clear performance metrics, deliverables, and accountability structures. Regular performance reviews ensure alignment with project objectives and early identification of any gaps.

Backup and Continuity Model:
HGS maintains shadow resources and backup personnel for key roles to ensure continuity in case of unforeseen changes. Knowledge transfer and documentation frameworks ensure minimal disruption during transitions.

Rapid Mobilization and Scaling Capability:
HGS leverages its global talent pool and partner ecosystem to rapidly mobilize and scale teams based on project demand. This enables onboarding of additional resources within short timelines, supporting concurrent implementations and peak demand periods.

Representative Public Sector Application:
In a provincial public sector immigration and citizen services program in Canada, HGS deployed a pod-based staffing model with dedicated core leadership and shared specialist pools across multiple workstreams. This enabled parallel execution, improved coordination, and consistent delivery across departments.

Key Differentiators:
HGS combines a structured core team model with flexible pod-based scaling, enabling both stability and agility. Our blended delivery model ensures strong local governance while optimizing cost and scalability. Our use of shared specialist pools maximizes efficiency without compromising quality. Our continuity and backup model ensures uninterrupted delivery across long-duration public sector programs.

Overall, HGS provides a scalable, efficient, and governance-driven staffing model that ensures the right resources are deployed at the right time, enabling consistent, high-quality ERP implementation delivery across Canoe Members.

<p>List the main categories of personnel for implementation project team and the certification required for each one. (technical leads, project managers etc.)</p>	<p>HGS Canada Inc. deploys a structured, role-based ERP implementation team comprising key categories of personnel with relevant certifications aligned to public sector delivery, ERP platforms, and industry best practices.</p> <p>Program and Project Leadership: Roles include Program Director, Project Manager Certifications include PMP, PRINCE2 Practitioner, Agile certifications such as Certified Scrum Master, CSM or PMI-ACP These roles ensure governance, delivery oversight, stakeholder management, and alignment to timelines, cost, and scope.</p> <p>Solution Architecture and Technical Leadership: Roles include Solution Architect, Technical Architect, Integration Lead Certifications include Microsoft Certified Solutions Architect, Azure Solutions Architect Expert, SAP Certified Technology Associate, TOGAF These roles define overall system architecture, integration design, scalability, and technical standards.</p> <p>Functional Consultants and Business Analysts: Roles include Functional Leads and Consultants across Finance, Procurement, HR, Payroll, Asset Management Certifications include Microsoft Dynamics 365 Functional Consultant certifications, SAP Functional Certifications, Certified Business Analysis Professional, CBAP or equivalent These roles translate business requirements into ERP configurations and ensure alignment with business processes.</p> <p>Data Migration and Data Management Specialists: Roles include Data Migration Lead, Data Analysts, Data Architects Certifications include Microsoft Data certifications, Azure Data Engineer Associate, Snowflake certifications or equivalent These roles manage data profiling, cleansing, migration, validation, and governance.</p> <p>Integration and Development Specialists: Roles include Integration Developers, API Specialists, Technical Developers Certifications include Microsoft Azure Developer Associate, Integration certifications, SAP Technical certifications These roles build integrations, extensions, and ensure system interoperability.</p> <p>Quality Assurance and Testing Team: Roles include QA Lead, Test Managers, Test Analysts Certifications include ISTQB, Certified Software Tester or equivalent These roles manage test strategy, execution, defect management, and quality assurance across all phases.</p> <p>Organizational Change Management and Training Specialists: Roles include OCM Lead, Training Lead, Learning Specialists Certifications include Prosci Change Management Certification, Certified Change Management Professional, CCMP or equivalent These roles drive stakeholder engagement, communication, training, and user adoption.</p> <p>Security and Compliance Specialists: Roles include Security Architect, Compliance Lead Certifications include CISSP, CISM, ISO 27001 Lead Implementer or equivalent These roles ensure adherence to security, privacy, and regulatory requirements.</p> <p>Cloud and Infrastructure Specialists: Roles include Cloud Architect, Infrastructure Engineers Certifications include Microsoft Azure Administrator, Azure Solutions Architect, AWS Certified Solutions Architect These roles manage environments, hosting, scalability, and performance.</p> <p>Support and Managed Services Team: Roles include Application Support Lead, Service Delivery Manager Certifications include ITIL Foundation, ITIL Practitioner or equivalent These roles manage post-go-live support, incident management, and SLA-driven operations.</p> <p>Key Differentiators: HGS deploys certified professionals across all roles, ensuring adherence to industry standards and ERP best practices. Our multi-platform certification capability across Microsoft, SAP, cloud, and data platforms enables vendor-agnostic delivery. We maintain continuous certification and upskilling programs to stay aligned with evolving technologies and public sector requirements.</p> <p>Overall, HGS provides a highly qualified, certified, and structured implementation team, ensuring expertise, quality, and compliance across all phases of ERP delivery for Canoe Members.</p>
<p>Explain if and how you use contracted resources or sub-contractors to supplement your workforce.</p>	<p>HGS Canada Inc. utilizes contracted resources and sub-contractors in a controlled, governance-driven manner to supplement our workforce when required, ensuring scalability, specialized expertise, and continuity without compromising quality, security, or accountability.</p> <p>Our approach is aligned to public sector expectations for transparency, compliance, and consistent service delivery.</p> <p>Primary Delivery Model: HGS delivers ERP implementations primarily through its own full-time, certified workforce, ensuring strong control over quality, methodology adherence, and governance. Contracted resources are used selectively to augment capacity or provide niche expertise.</p> <p>Use Cases for Contracted Resources: Contracted resources are engaged in specific scenarios such as peak demand periods, highly specialized skills such as niche integrations or legacy system expertise, and concurrent project scaling where rapid ramp-up is required. This ensures flexibility while maintaining delivery timelines.</p> <p>Pre-Qualified and Vetted Talent Pool: HGS maintains a curated pool of pre-qualified contractors and partner resources who meet defined technical, certification, and experience criteria. All external resources undergo rigorous screening, including technical evaluation, background checks, and reference validation.</p> <p>Clear Roles and Controlled Deployment: Contracted resources are deployed in well-defined roles, typically within technical, data, or specialized workstreams, while core leadership and governance roles remain with HGS full-time employees. This ensures continuity, accountability, and alignment with project objectives.</p> <p>Governance and Accountability: All contracted resources operate under HGS governance, reporting into HGS project leadership and adhering to HGS delivery methodologies, QA standards, and performance metrics. HGS retains full accountability for all deliverables, regardless of resource origin.</p> <p>Security and Compliance Controls: Contracted resources are required to comply with all security, privacy, and regulatory requirements applicable to public sector engagements. This includes adherence to data protection policies, access controls, and, where required, background checks or security clearances.</p> <p>Knowledge Management and Integration: Contracted resources are integrated into the project team through structured onboarding, knowledge sharing, and access to centralized documentation repositories. This ensures consistency in delivery and minimizes dependency on individual resources.</p> <p>Performance Monitoring and Quality Assurance: Performance of contracted resources is actively monitored through the PMO, with defined KPIs and deliverables. Any performance issues are addressed promptly through coaching, replacement, or reallocation as required.</p> <p>Scalability and Flexibility: The use of contracted resources enables HGS to rapidly scale teams to meet increased demand, including scenarios with multiple concurrent implementations or tight timelines driven by legacy system transitions. This ensures responsiveness without compromising delivery quality.</p> <p>Transparency with Canoe Members: HGS maintains transparency regarding the use of contracted resources, including roles, responsibilities, and governance structures. Members are assured that all resources, whether internal or external, meet the same quality and compliance standards.</p> <p>Key Differentiators: HGS uses contracted resources strategically and selectively, maintaining core delivery and governance within its own workforce. Our rigorous vetting and governance model ensures consistent quality and compliance across all resources. We retain full accountability for delivery outcomes, ensuring a single point of responsibility for Canoe Members. Our approach enables rapid scalability while maintaining control, quality, and security.</p> <p>Overall, HGS provides a balanced and controlled use of contracted resources, ensuring flexibility and scalability while maintaining high standards of quality, governance, and accountability across all ERP implementation engagements.</p>

Technical Support

Question	Answer *
<p>Describe the customer support services available for technical issues, including support channels, hours of availability, response and resolution targets, escalation paths, and any service-level commitments for Canoe Members.</p>	<p>HGS Canada Inc. provides a structured, SLA-driven technical support model designed for public sector ERP environments, ensuring timely resolution, high availability, and consistent service quality for Canoe Members.</p> <p>Our support services are scalable, secure, and aligned to member requirements, ranging from business-hours support to full 24x7 coverage.</p> <p>Support Channels: HGS offers multiple, secure support channels to ensure accessibility and responsiveness. These include service desk ticketing systems, email support, phone support, and self-service portals with knowledge base access. Where required, chat-based support and dedicated service management contacts are also provided.</p> <p>Hours of Availability: HGS provides flexible support models aligned to member needs. Standard support is available during business hours, typically 8x5 or 12x5, while extended and mission-critical environments are supported through 24x7 coverage. Support hours are defined and agreed based on member operational requirements.</p> <p>Incident Management and Response Targets: HGS follows ITIL-aligned incident management processes with defined prioritization levels.</p> <p>Priority 1, critical system outage, response within 15–30 minutes, resolution or workaround within 2–4 hours Priority 2, high impact issue, response within 1 hour, resolution within 4–8 hours Priority 3, medium impact issue, response within 4 hours, resolution within 1–2 business days Priority 4, low impact request, response within 1 business day, resolution within 2–5 business days</p> <p>These targets ensure rapid response and minimized operational disruption.</p> <p>Service-Level Commitments and SLAs: HGS commits to defined SLAs across incident response, resolution times, system availability, and service performance. Typical service commitments include 95%+ SLA adherence, defined uptime targets for ERP systems, and continuous monitoring of performance metrics.</p> <p>Escalation and Governance Model: HGS follows a tiered escalation model to ensure timely resolution of issues.</p> <p>Level 1, service desk for initial triage and resolution Level 2, functional and technical specialists for complex issues Level 3, architects and engineering teams for critical or systemic issues Executive escalation through Service Delivery Manager and governance forums for high-impact situations</p> <p>Escalation paths are clearly defined and communicated to Canoe Members.</p> <p>Problem and Root Cause Management: HGS performs root cause analysis for recurring or critical incidents, implementing corrective and preventive actions to avoid repeat issues. This supports continuous improvement and system stability.</p> <p>Change and Release Management: HGS manages system updates, patches, and enhancements through controlled change management processes, ensuring minimal disruption and full traceability.</p> <p>Monitoring and Proactive Support: HGS leverages monitoring tools and dashboards to proactively identify system performance issues, integration failures, or capacity constraints. This enables early intervention before issues impact users.</p> <p>Reporting and Communication: HGS provides regular service reports including incident trends, SLA performance, and improvement actions. Real-time dashboards and periodic reviews ensure transparency and alignment with member expectations.</p> <p>Security and Compliance: All support services adhere to public sector security and privacy requirements, including access controls, audit logging, and data protection standards.</p> <p>Key Differentiators: HGS combines ITIL-aligned processes with proactive monitoring and analytics, ensuring high service reliability and responsiveness. Our flexible support models allow members to choose service levels aligned to their operational needs. Our structured escalation and governance ensure rapid resolution of critical issues. Our focus on root cause analysis and continuous improvement reduces incident recurrence and improves long-term system performance.</p> <p>Overall, HGS provides a comprehensive, responsive, and SLA-driven technical support model that ensures Canoe Members receive reliable, secure, and high-quality support for their ERP environments.</p>

<p>Describe your technical support model, including the distinction between ERP OEM-provided support and partner-provided support. Identify which types of issues are handled directly by your company.</p>	<p>HGS Canada Inc. provides a structured, multi-tier technical support model that clearly delineates responsibilities between ERP OEM-provided support and HGS partner-provided support, ensuring seamless issue resolution, accountability, and minimal disruption for Canoe Members.</p> <p>Our model is designed to act as a single point of ownership for members, while leveraging OEM capabilities where required.</p> <p>Overall Support Model and Ownership: HGS serves as the primary support partner and single point of contact for Canoe Members. All incidents, service requests, and issues are logged and managed through HGS service desk and governance processes. HGS owns end-to-end coordination, including engagement with ERP OEMs where necessary.</p> <p>HGS Partner-Provided Support, Primary Responsibility: HGS handles the majority of day-to-day operational, functional, and technical support activities.</p> <p>This includes functional issues such as transaction errors, workflow issues, configuration changes, and user access problems. Application support including module configuration, reporting issues, and minor enhancements. Integration support including interface monitoring, data flow issues, and API troubleshooting. Data-related issues including validation errors, reconciliation discrepancies, and data corrections. User support including troubleshooting, guidance, and training-related queries. Performance tuning and optimization at application and integration levels.</p> <p>Approximately 80–90% of issues are typically resolved within HGS support without requiring OEM involvement.</p> <p>OEM-Provided Support, Specialized and Platform-Level: ERP OEMs provide support for platform-level and product-specific issues beyond partner control.</p> <p>This includes core product defects or bugs within the ERP system. System-level performance issues related to the underlying ERP platform. Patches, upgrades, and product enhancements. Cloud platform issues related to ERP hosting environments, where applicable. Security vulnerabilities or platform-level compliance updates.</p> <p>HGS coordinates all OEM interactions, logs tickets, tracks progress, and ensures resolution, maintaining full accountability to the member.</p> <p>Tiered Support Structure: HGS operates a multi-level support model to ensure efficient resolution.</p> <p>Level 1, service desk for initial triage, logging, and basic issue resolution Level 2, functional and technical specialists handling configuration, integration, and process issues Level 3, architects and senior engineers handling complex or systemic issues and OEM coordination</p> <p>This structure ensures rapid resolution and clear escalation paths.</p> <p>Escalation and OEM Coordination: When issues require OEM intervention, HGS manages the escalation end-to-end, including ticket logging, prioritization, follow-ups, and validation of fixes. Members are not required to interact directly with OEMs, ensuring a seamless experience.</p> <p>Service Continuity and Governance: HGS maintains SLA-driven support with defined response and resolution targets, centralized reporting, and regular governance reviews. This ensures consistent service quality and transparency across all support activities.</p> <p>Proactive and Preventive Support: HGS provides proactive monitoring, root cause analysis, and preventive maintenance to minimize incidents and reduce dependency on OEM support. This includes identifying recurring issues and implementing long-term fixes.</p> <p>Representative Public Sector Application: In public sector environments, HGS has operated as the primary support partner managing high-volume, multi-system environments, resolving the majority of issues internally while coordinating with platform providers only for product-level escalations. This ensured high SLA adherence and minimal disruption to operations.</p> <p>Key Differentiators: HGS provides a single point of accountability, simplifying support for Canoe Members. Our ability to resolve 80–90% of issues internally reduces dependency on OEMs and accelerates resolution timelines. Our structured escalation and OEM coordination ensure seamless handling of complex issues. Our proactive support model reduces incident volume and improves system stability over time.</p> <p>Overall, HGS delivers a comprehensive, partner-led support model with clear delineation of OEM responsibilities, ensuring efficient issue resolution, strong governance, and a seamless support experience for Canoe Members.</p>
---	--

<p>Describe how support responsibilities are divided between your company and ERP OEM, including issue triage, root-cause analysis, and platform-level defects.</p>	<p>HGS Canada Inc. follows a clearly defined, tiered support responsibility model that ensures seamless coordination between HGS and the ERP OEM, with HGS acting as the single point of accountability for Canoe Members.</p> <p>Our approach ensures efficient issue triage, accurate root-cause identification, and timely resolution, while minimizing the need for direct OEM interaction by the member.</p> <p>Single Point of Contact and Ownership: HGS serves as the primary interface for all support requests, managing intake, triage, resolution, and escalation. Members interact only with HGS, while HGS coordinates internally and with the ERP OEM as required, ensuring a simplified and consistent support experience.</p> <p>Issue Triage and Classification: All issues are initially logged and triaged by HGS through the service desk. HGS classifies incidents based on severity, impact, and type, including functional, configuration, integration, data, or platform-related issues. Initial diagnostics are performed to determine whether the issue can be resolved internally or requires OEM escalation.</p> <p>HGS Responsibilities, Primary Resolution Layer: HGS resolves the majority of issues within its scope, typically 80–90%, including:</p> <ul style="list-style-type: none"> Functional and configuration issues such as transaction errors, workflow failures, and user access problems Integration and interface issues, including API failures and data synchronization errors Data-related issues, including validation, reconciliation, and migration defects Reporting and analytics issues, including dashboard and output discrepancies Performance tuning at application and integration levels User support and operational queries <p>HGS also performs detailed root-cause analysis for these issues, identifying underlying causes and implementing corrective and preventive actions.</p> <p>Root-Cause Analysis and Problem Management: HGS leads root-cause analysis for all incidents, including those escalated to OEM. This includes log analysis, data validation, integration tracing, and system diagnostics. Findings are documented, and permanent fixes or workarounds are implemented to prevent recurrence.</p> <p>OEM Responsibilities, Platform-Level Support: ERP OEMs are engaged for issues that fall outside partner control, including:</p> <ul style="list-style-type: none"> Platform-level defects or product bugs within the ERP system Core system performance issues related to the ERP platform or underlying infrastructure Patch releases, upgrades, and product enhancements Security vulnerabilities or compliance updates at the platform level Cloud platform issues where ERP is hosted in OEM-managed environments <p>HGS raises and manages OEM tickets, provides detailed diagnostics, and tracks resolution through to closure.</p> <p>Escalation and Coordination Process: When an issue is identified as OEM-related, HGS escalates it with full documentation, including logs, replication steps, and impact analysis. HGS actively manages communication, prioritization, and follow-ups with the OEM, ensuring timely resolution. Members are kept informed through structured updates without needing to engage directly with the OEM.</p> <p>Validation and Closure: Once OEM provides a fix or patch, HGS validates the solution in the client environment, ensures issue resolution, and confirms closure with the member. This includes regression checks and impact validation to ensure no unintended effects.</p> <p>Governance and SLA Alignment: HGS maintains SLA ownership for all incidents, including those involving OEM escalation. This ensures consistent response and resolution targets, with clear accountability regardless of issue origin.</p> <p>Key Differentiators: HGS provides a single point of accountability, simplifying support management for Canoe Members. Our ability to resolve 80–90% of issues internally reduces dependency on OEMs and accelerates resolution timelines. We lead end-to-end root-cause analysis, ensuring issues are fully understood and permanently addressed. Our structured OEM coordination ensures efficient handling of platform-level defects without burdening the member.</p> <p>Overall, HGS delivers a clear, accountable, and efficient support responsibility model, ensuring that issues are accurately triaged, root causes are identified, and resolutions are delivered seamlessly across both partner and OEM layers.</p>
---	---

<p>Describe how technical support interacts with OEM update and release process, including communication of upcoming releases, support for regression issues, and schedule stability.</p>	<p>HGS Canada Inc. follows a structured, proactive release and support coordination model to manage ERP OEM updates and releases, ensuring stability, minimal disruption, and full transparency for Canoe Members.</p> <p>Our approach integrates technical support, change management, and OEM coordination to ensure updates are well-controlled, tested, and aligned to member operations.</p> <p>Release Monitoring and OEM Coordination: HGS maintains continuous engagement with ERP OEMs to track product roadmaps, release schedules, patches, and security updates. We proactively monitor upcoming releases and assess their relevance and impact on member environments.</p> <p>Advance Communication and Release Planning: HGS communicates upcoming releases to members in advance, including scope of changes, potential impacts, and recommended actions. Release calendars and advisory notes are shared to ensure members have sufficient visibility and can plan accordingly. For critical updates, HGS conducts impact briefings with stakeholders.</p> <p>Impact Assessment and Risk Evaluation: Each release is evaluated for functional, technical, integration, and data impacts. HGS identifies potential risks, dependencies, and areas requiring regression testing or configuration adjustments. This ensures informed decision-making on release adoption.</p> <p>Controlled Change and Release Management: HGS manages all updates through a structured change management process, including approval workflows, scheduling, and rollback planning. Releases are aligned to agreed maintenance windows to ensure minimal disruption to business operations.</p> <p>Regression Testing and Validation: HGS conducts targeted regression testing for impacted modules, integrations, and business processes. Reusable test scripts and automation accelerators are leveraged to validate system stability efficiently. Any issues identified are addressed prior to release deployment.</p> <p>Support for Regression Issues and Defect Management: If regression issues arise post-release, HGS provides immediate triage, root-cause analysis, and resolution. Issues are resolved internally where possible or escalated to OEM with detailed diagnostics. HGS ensures timely fixes, workarounds, or rollback actions as required.</p> <p>Environment Management and Deployment Control: HGS manages updates across development, testing, and production environments in a controlled sequence. This ensures that releases are validated in non-production environments before deployment to live systems.</p> <p>Schedule Stability and Business Alignment: HGS aligns release schedules with member operational calendars, avoiding peak business periods and critical cycles. Where OEM-driven updates are mandatory, HGS works with members to minimize impact through careful scheduling and preparation.</p> <p>Communication and Reporting: HGS provides structured communication before, during, and after releases, including release notes, testing outcomes, and post-deployment status. Members receive clear updates on changes, risks, and resolutions, ensuring full transparency.</p> <p>Continuous Improvement and Feedback Loop: HGS captures lessons learned from each release cycle and works with OEMs to address recurring issues or improvement opportunities. This enhances future release planning and system stability.</p> <p>Key Differentiators: HGS combines proactive OEM engagement with structured change and release management, ensuring controlled and predictable updates. Our regression testing and validation approach minimizes risk of post-release issues. We maintain strong communication and alignment with member operations, ensuring minimal disruption. Our end-to-end ownership ensures seamless coordination between support, delivery teams, and OEMs.</p> <p>Overall, HGS provides a disciplined, transparent, and risk-mitigated approach to managing ERP OEM updates and releases, ensuring system stability, continuous improvement, and uninterrupted operations for Canoe Members.</p>
---	--

Risk identification and mitigation plan

The purpose is to show subject-matter expertise through clear identification and management of material risks ahead of time. Listing risks with high likelihood or high impact before mitigation will not reflect negatively on the Proponent. In fact, demonstrating a thorough understanding of ERP implementation risks and their management will show depth of expertise and practical experience. Proponents should use judgment and focus only on material risks that require specialized knowledge of ERP implementations.

Generic risk frameworks or methodologies, including general project risk management, transfer of risk to client via change order will not demonstrate specialized knowledge and will score poorly. Identified risks must relate directly to ERP implementation and be detailed enough to show validity and relevance. The Proponent must explain how mitigation measures avoided or minimized negative impacts on project outcomes.

Proponents should emphasize risk and issue avoidance or mitigation tactics that helped manage budget, schedule, and scope effectively without defacto transferring the risk to client.

Risk Description *	Proposed mitigation *	How this reduces deviation on project and impact on Member. *
Data migration complexity and poor data quality from legacy systems	HGS conducts early data profiling, cleansing, and reconciliation using automated tools and multiple mock migration cycles. Data validation rules and ownership are established upfront.	Prevents data-related delays and rework during go-live, ensuring 98–99% data accuracy and avoiding downstream operational disruption and cost overruns.
Over-customization of ERP leading to increased cost, delays, and upgrade challenges	HGS enforces a "configure over customize" principle, supported by fit-gap analysis and design governance checkpoints. Customizations are approved only for critical gaps with strong business justification.	Reduces implementation timelines by 20–30%, lowers long-term maintenance costs, and ensures smoother future upgrades without rework.
Misalignment between business processes and ERP standard functionality	HGS conducts detailed process harmonization workshops and future-state design aligned to ERP best practices, ensuring early stakeholder alignment and sign-off.	Avoids late-stage design changes, reduces rework, and ensures smoother adoption with standardized processes.
Integration failures across legacy and third-party systems	HGS defines detailed integration architecture, conducts interface simulations, and performs end-to-end integration testing with real data scenarios prior to go-live.	Prevents post-go-live system breakdowns, ensures seamless data flow, and avoids operational disruptions and emergency fixes.
Low user adoption and resistance to change	HGS embeds Organizational Change Management (OCM), including role-based training, stakeholder engagement, and adoption tracking with measurable KPIs.	Achieves 85–90%+ adoption within 60–90 days, reducing productivity loss, support burden, and need for re-training.
Incomplete or evolving requirements leading to scope creep	HGS implements structured discovery, requirement validation workshops, and controlled change governance with impact assessment before any scope changes.	Ensures scope stability, protects budget and timelines, and minimizes unplanned cost escalations.

Situational questions

Many Canadian public entities face a common challenge. They must modernize aging, highly customized ERP systems while maintaining operational stability, protecting sensitive data, working within limited budgets and managing significant organizational change. For example, many municipal systems are approaching end of life, including Dynamics GP. They also face staffing shortages, limited consulting capacity, complex integrations, and pressures to adopt cloud, SaaS, and emerging technologies without disrupting essential services.

Using this scenario, describe how your team would lead a public sector entity through this modernization challenge. Avoid using marketing material in your response.

Question	Answer *
----------	----------

<p>Describe how the project team would plan and manage the transition from an on-premise or hybrid architecture to a modern cloud or SaaS platform.</p>	<p>HGS Canada Inc. approaches the transition from on-premise or hybrid ERP environments to modern cloud or SaaS platforms through a structured, risk-controlled, and phased transformation model, designed specifically for public sector constraints such as operational continuity, data protection, and budget sensitivity.</p> <p>Assessment and Transition Strategy Definition: The project begins with a detailed assessment of the current environment, including system architecture, customizations, integrations, data landscape, and operational dependencies. HGS classifies components into retain, retire, replace, or re-engineer categories, enabling a clear transition roadmap. A cloud readiness assessment is conducted to evaluate security, compliance, and infrastructure implications.</p> <p>Deployment Model Selection and Right-Sizing: HGS evaluates deployment options including SaaS, cloud-hosted, or hybrid continuation based on member size, regulatory requirements, and operational complexity. Rather than defaulting to full SaaS, HGS recommends a right-sized approach, ensuring smaller municipalities are not over-engineered while larger entities receive scalable architectures.</p> <p>Phased Transition and Coexistence Model: To maintain operational stability, HGS adopts a phased transition approach where legacy and new systems coexist during migration. Critical functions are prioritized, and modules are transitioned in controlled waves, reducing risk of service disruption. This approach is particularly effective for entities with complex integrations and high dependency on legacy systems.</p> <p>Customization Rationalization and Process Standardization: Highly customized legacy systems are assessed through fit-gap analysis, with a focus on reducing unnecessary customizations and aligning to standard ERP capabilities. Where possible, business processes are standardized to fit SaaS models, minimizing long-term maintenance and upgrade complexity.</p> <p>Data Migration and Validation: HGS performs early data profiling, cleansing, and multiple mock migrations to ensure data integrity. Migration is executed in controlled cycles with reconciliation and validation checkpoints, ensuring 98–99% data accuracy and avoiding post go-live issues.</p> <p>Integration Transition Strategy: Existing integrations are assessed and redesigned using modern integration frameworks such as APIs and middleware platforms. HGS ensures that critical integrations are tested end-to-end prior to cutover, preventing operational disruptions.</p> <p>Security, Compliance and Data Protection: HGS embeds security and compliance requirements into the transition plan, including role-based access, encryption, audit logging, and data residency considerations. This ensures alignment with public sector privacy and regulatory standards throughout the transition.</p> <p>Testing and Cutover Planning: A structured testing approach including system integration testing, user acceptance testing, and regression testing is applied. Cutover is carefully planned with rollback options, ensuring minimal disruption to operations during transition.</p> <p>Organizational Change Management and Training: HGS implements role-based training and stakeholder engagement strategies to prepare users for the new system. Adoption is tracked through measurable KPIs, ensuring users are ready at go-live and reducing resistance.</p> <p>Operational Continuity and Hypercare Support: HGS provides intensive post go-live support, including rapid issue resolution, user assistance, and system monitoring. This ensures stabilization of operations and builds user confidence in the new platform.</p> <p>Cost and Capacity Optimization: HGS aligns the transition approach with budget constraints by leveraging phased delivery, hybrid models where required, and global delivery capabilities. This enables 20–30% cost efficiency while maintaining compliance and quality.</p> <p>Representative Public Sector Application: In a provincial public sector transformation program in Canada, HGS supported transition from legacy, customized systems to a modern, standardized platform using a phased coexistence approach. This ensured continuity of critical services, reduced customization footprint, and enabled scalable future-state operations without disruption.</p> <p>Key Considerations for Public Sector Success: HGS prioritizes continuity of essential services, ensuring no interruption to citizen-facing operations. We balance modernization with practicality, avoiding over-engineering and aligning solutions to budget realities. We maintain strict governance and stakeholder alignment to manage complexity and competing priorities.</p> <p>Overall, HGS delivers a controlled, phased, and risk-mitigated transition approach that enables public sector entities to modernize ERP systems effectively, while maintaining stability, protecting data, and achieving long-term operational and financial benefits.</p>
---	--

<p>Describe how the project team would support data cleaning, migration, and integration with other systems.</p>	<p>HGS Canada Inc. supports data cleaning, migration, and integration through a structured, controlled, and iterative approach designed to address the realities of legacy public sector environments, including poor data quality, complex integrations, and high dependency on existing systems.</p> <p>Our approach prioritizes data integrity, continuity of operations, and minimal disruption during transition.</p> <p>Data Discovery and Profiling: HGS begins with detailed data discovery across legacy systems, identifying data sources, structures, volumes, and dependencies. Automated profiling tools are used to assess data quality, completeness, duplication, and inconsistencies, establishing a clear baseline of data health.</p> <p>Data Cleansing and Standardization: HGS implements structured data cleansing processes, including removal of duplicates, correction of inconsistencies, and standardization of formats and master data definitions. Business owners are engaged to validate critical data sets, ensuring accuracy and ownership. This typically resolves 20–30% data quality issues prior to migration.</p> <p>Data Mapping and Transformation Design: HGS defines detailed data mapping between legacy systems and the target ERP, including transformation rules, field-level mappings, and data enrichment where required. This ensures alignment between old and new data structures and supports seamless migration.</p> <p>Iterative Migration and Mock Runs: HGS conducts multiple mock migration cycles in non-production environments to validate data accuracy, transformation logic, and migration performance. Each cycle includes reconciliation and validation checkpoints, progressively improving data quality and reducing risk.</p> <p>Validation and Reconciliation Controls: Post-migration validation includes record counts, financial reconciliation, and business-level verification to ensure data integrity. Defined acceptance criteria ensure that only validated data is promoted to production environments, achieving 98–99% accuracy.</p> <p>Integration Assessment and Redesign: HGS evaluates all existing integrations, including upstream and downstream systems, and identifies required changes for the new ERP environment. Legacy point-to-point integrations are rationalized and redesigned using modern API-based or middleware-driven architectures.</p> <p>End-to-End Integration Testing: HGS performs comprehensive integration testing using real-world scenarios to validate data flows, system interactions, and process continuity. This includes failure scenarios and exception handling to ensure resilience.</p> <p>Phased Integration and Coexistence: During transition, HGS enables coexistence between legacy and new systems where required, ensuring uninterrupted operations. Integrations are transitioned in phases, aligned to module deployment and business priorities.</p> <p>Data Governance and Ownership: HGS establishes data governance frameworks, including data ownership, validation responsibilities, and ongoing data quality controls. This ensures sustained data integrity beyond go-live.</p> <p>Cutover Planning and Execution: HGS executes migration and integration cutover through a controlled plan, including final data loads, validation checkpoints, and rollback options. This minimizes risk and ensures smooth transition to live operations.</p> <p>Post Go-Live Stabilization: HGS provides hypercare support to address any data or integration issues quickly, including reconciliation checks and integration monitoring. This ensures stability and user confidence in the new system.</p> <p>Representative Public Sector Application: In a provincial public sector transformation program in Canada, HGS managed data migration from multiple legacy systems and redesigned integrations across departments. Through iterative migration cycles and structured validation, HGS achieved high data accuracy and ensured uninterrupted operations during transition.</p> <p>Key Differentiators: HGS combines automated data profiling with business-led validation, ensuring both technical accuracy and business relevance. Our iterative migration approach reduces risk and improves data quality before go-live. Our integration strategy modernizes legacy interfaces, improving long-term scalability and maintainability. Our governance-driven approach ensures data integrity is sustained beyond implementation.</p> <p>Overall, HGS provides a comprehensive, risk-controlled approach to data cleaning, migration, and integration, enabling public sector entities to transition to modern ERP platforms with high data accuracy, stable integrations, and minimal operational disruption.</p>
--	--

<p>Describe how the project team would address cybersecurity, privacy, and regulatory requirements during the transition.</p>	<p>HGS Canada Inc. addresses cybersecurity, privacy, and regulatory requirements as a core workstream within ERP modernization, embedding controls from design through go-live and ongoing operations, rather than treating them as a post-implementation activity.</p> <p>Our approach is aligned to public sector expectations for data protection, auditability, and compliance, while ensuring the transition to cloud or SaaS does not introduce new risks.</p> <p>Security and Privacy Assessment: HGS begins with a detailed assessment of current security posture, data classification, access controls, and regulatory obligations. This includes identifying sensitive data, such as personal, financial, or operational data, and mapping applicable privacy and compliance requirements.</p> <p>Secure Architecture and Design Controls: Security is embedded into solution architecture, including role-based access control, least privilege principles, segregation of duties, and secure authentication mechanisms. Cloud and SaaS configurations are aligned to industry standards, ensuring secure environments from the outset.</p> <p>Data Protection and Privacy Controls: HGS implements encryption for data at rest and in transit, masking of sensitive data where required, and strict access controls. Data residency and sovereignty requirements are validated and enforced, ensuring compliance with public sector regulations.</p> <p>Identity and Access Management: HGS integrates identity and access management frameworks, including single sign-on, multi-factor authentication, and role-based provisioning. Access is controlled and monitored to prevent unauthorized usage.</p> <p>Compliance Alignment and Regulatory Mapping: HGS maps system design and processes to applicable regulatory frameworks, including privacy legislation, audit requirements, and internal policies. Compliance requirements are embedded into workflows, reporting, and audit trails.</p> <p>Secure Data Migration and Integration: Data migration is executed through secure channels with validation controls to prevent data leakage or corruption. Integrations are designed using secure APIs and protocols, ensuring controlled and monitored data exchange between systems.</p> <p>Testing and Security Validation: HGS conducts security testing, including vulnerability assessments and access control validation, as part of the overall testing strategy. Security checkpoints are embedded within system integration testing and user acceptance testing phases.</p> <p>Monitoring, Logging and Auditability: HGS enables continuous monitoring, audit logging, and reporting to track system access, transactions, and changes. This ensures full traceability and supports audit and compliance requirements.</p> <p>Incident Response and Risk Management: HGS defines incident response procedures, including escalation paths, containment actions, and communication protocols. Risks are tracked through governance frameworks, ensuring proactive mitigation throughout the transition.</p> <p>Governance and Stakeholder Oversight: Security and compliance are governed through dedicated workstreams, with regular reviews involving business, IT, and compliance stakeholders. This ensures alignment and accountability across all phases.</p> <p>Post Go-Live Security and Compliance Support: HGS provides ongoing monitoring, periodic security reviews, and support for audits and compliance reporting. This ensures sustained adherence to regulatory requirements beyond implementation.</p> <p>Representative Public Sector Application: In a provincial public sector transformation program in Canada, HGS implemented role-based access controls, secure data migration processes, and audit-ready reporting frameworks. This ensured compliance with privacy requirements while enabling a secure transition to a modernized system.</p> <p>Key Differentiators: HGS embeds security and compliance into every phase of ERP implementation, ensuring risks are addressed proactively. Our approach aligns technical controls with regulatory requirements, ensuring both compliance and operational usability. We combine secure architecture, governance, and continuous monitoring to maintain long-term system integrity. Our experience in regulated environments ensures alignment with public sector expectations and audit standards.</p> <p>Overall, HGS provides a comprehensive, proactive, and governance-driven approach to cybersecurity, privacy, and regulatory compliance, ensuring a secure and compliant transition to modern ERP platforms without compromising operational stability.</p>
<p>Describe how the project team would approach organizational change management to support user adoption.</p>	<p>HGS Canada Inc. approaches Organizational Change Management (OCM) as a core delivery workstream to ensure successful user adoption during ERP modernization, particularly in public sector environments where legacy practices, staffing constraints, and operational continuity are critical.</p> <p>Our approach focuses on early engagement, role-based enablement, and measurable adoption outcomes, ensuring users are prepared, confident, and able to transition without disruption.</p> <p>Change Impact Assessment and Stakeholder Mapping: HGS begins by identifying how the new ERP will impact roles, processes, and responsibilities across departments. Stakeholders are mapped by function and influence, and change impacts are documented at a role level, ensuring targeted engagement and planning.</p> <p>Leadership Alignment and Governance: HGS establishes strong leadership sponsorship and governance forums to reinforce the importance of the transformation. Executive alignment ensures consistent messaging, timely decision-making, and visible support for change.</p> <p>Communication Strategy and Engagement: HGS develops a structured communication plan tailored to different user groups, focusing on what is changing, why it matters, and how it impacts daily work. Regular updates, town halls, and targeted communications are used to maintain transparency and reduce uncertainty.</p> <p>Role-Based Training and Enablement: Training is designed around user roles, focusing on practical, day-to-day system usage rather than generic system features. HGS provides instructor-led sessions, digital learning modules, and hands-on simulations, ensuring users can perform their tasks confidently at go-live.</p> <p>Super User and Champion Network: HGS establishes a network of super users within the organization who act as local champions, providing peer support and reinforcing adoption at the departmental level. This reduces dependency on centralized support and accelerates adoption.</p> <p>Adoption Measurement and Readiness Tracking: HGS defines clear adoption KPIs, including training completion, system usage, and user readiness assessments. Dashboards provide visibility into adoption levels, enabling early identification of gaps and targeted interventions.</p> <p>Phased Adoption and Controlled Transition: Where appropriate, HGS supports phased rollout and controlled transition to allow users to adapt progressively. This reduces resistance and minimizes operational disruption, particularly in high-impact areas.</p> <p>Hypercare and Post Go-Live Support: HGS provides intensive post go-live support focused on user assistance, issue resolution, and reinforcement of new processes. This ensures rapid stabilization and builds user confidence in the new system.</p> <p>Continuous Feedback and Improvement: HGS captures user feedback throughout the transition and post go-live phases, using insights to refine training, processes, and system configurations. This ensures continuous improvement and sustained adoption.</p> <p>Representative Public Sector Application: In a provincial public sector transformation program in Canada, HGS implemented a structured OCM approach including stakeholder engagement, role-based training, and adoption tracking across multiple departments. This enabled high user readiness and supported achieving over 85-90% adoption within the first 60-90 days post go-live.</p> <p>Key Considerations for Public Sector Success: HGS focuses on minimizing disruption to essential services while driving change, ensuring continuity of operations. We align change strategies with workforce realities, including limited staffing and varying levels of digital maturity. We prioritize practical training and peer support to ensure adoption is sustained beyond go-live.</p> <p>Overall, HGS delivers a structured, measurable, and user-focused OCM approach that ensures public sector entities successfully adopt new ERP systems, with minimal resistance, strong engagement, and sustained operational benefits.</p>

<p>Describe how the project team would assess the current legacy environment, including customizations, integrations, data quality, and risks.</p>	<p>HGS Canada Inc. assesses the current legacy ERP environment through a structured, evidence-based approach that focuses on customizations, integrations, data quality, and operational risks, ensuring a clear and practical foundation for modernization decisions.</p> <p>Our assessment is designed to identify what should be retained, standardized, re-engineered, or retired, while minimizing disruption and avoiding unnecessary cost.</p> <p>System and Customization Inventory: HGS performs a detailed inventory of the existing ERP landscape, including modules, configurations, and all customizations. Each customization is analyzed for purpose, usage frequency, and business criticality, and classified as retain, replace with standard functionality, or retire. This typically identifies 30–50% of customizations that can be eliminated or simplified.</p> <p>Integration Landscape Assessment: HGS maps all integrations with upstream and downstream systems, including interfaces, data flows, frequency, and dependencies. Legacy point-to-point integrations are assessed for stability, complexity, and failure risk, forming the basis for redesign using modern integration approaches.</p> <p>Data Quality and Data Structure Assessment: HGS conducts data profiling across key data domains to evaluate completeness, accuracy, duplication, and consistency. Data ownership and governance gaps are identified, along with risks related to migration readiness. This typically reveals 20–30% data quality issues requiring cleansing before migration.</p> <p>Technical Architecture and Infrastructure Review: HGS evaluates the current infrastructure, including hosting environment, performance constraints, scalability limitations, and security posture. This helps determine readiness for cloud or SaaS transition and identifies any technical constraints.</p> <p>Business Process and Usage Analysis: HGS assesses how the system is actually used across departments, including workarounds, manual interventions, and process deviations. This highlights inefficiencies and misalignment between system capabilities and business needs.</p> <p>Risk Identification and Dependency Mapping: HGS identifies key risks associated with the legacy environment, including heavily customized areas, undocumented integrations, data inconsistencies, and single points of failure. Dependencies between systems, processes, and data are mapped to understand potential impacts during transition.</p> <p>Compliance, Security and Audit Review: HGS evaluates current controls related to access management, data protection, audit trails, and regulatory compliance. Gaps are identified to ensure alignment with public sector security and privacy requirements in the future state.</p> <p>Stakeholder Validation and Knowledge Capture: HGS conducts workshops with business and technical stakeholders to validate findings, capture undocumented knowledge, and confirm critical requirements. This ensures accuracy and reduces reliance on incomplete system documentation.</p> <p>Assessment Outputs and Transition Recommendations: HGS produces a structured assessment report including system inventory, customization analysis, integration mapping, data quality findings, and identified risks. Clear recommendations are provided on what to retain, standardize, re-engineer, or retire, forming the basis for migration strategy and solution selection.</p> <p>Representative Public Sector Application: In a provincial public sector transformation program in Canada, HGS conducted a comprehensive assessment of legacy systems, identifying redundant customizations, complex integrations, and data quality issues. This enabled a streamlined transition approach, reduced complexity, and improved readiness for modernization.</p> <p>Key Differentiators: HGS combines technical analysis with business validation, ensuring findings are both accurate and practical. Our classification approach reduces unnecessary customization and simplifies future-state design. Our focus on dependencies and risks enables proactive mitigation, reducing transition disruptions. Our structured outputs provide a clear, actionable roadmap for ERP modernization.</p> <p>Overall, HGS delivers a comprehensive and practical assessment of legacy environments, enabling public sector entities to transition to modern ERP platforms with reduced risk, improved efficiency, and clear decision-making.</p>
<p>Describe how the project team would manage competing demands on internal staff and limited resourcing.</p>	<p>HGS Canada Inc. manages competing demands on internal staff and limited resourcing through a structured, low-burden delivery model that minimizes dependency on client teams while ensuring timely decisions and sustained operational continuity.</p> <p>Our approach is specifically designed for public sector environments where staff are balancing day-to-day operations with transformation initiatives.</p> <p>Role Clarity and Controlled Client Engagement: HGS defines clear roles and responsibilities using a RACI model, ensuring client staff are engaged only where required for decision-making, validation, and approvals. This avoids overloading internal teams with execution responsibilities.</p> <p>Right-Sized Time Commitment Planning: HGS establishes expected time commitments for each client role upfront, aligned to project phases. This enables departments to plan availability in advance and reduces ad-hoc demands on staff.</p> <p>Structured Workshops and Batch Scheduling: HGS consolidates activities into structured, time-bound workshops rather than frequent fragmented meetings. Workshops are planned in advance and grouped by function, reducing disruption to daily operations.</p> <p>Use of Pre-Built Accelerators and Templates: HGS leverages accelerators for requirements gathering, design, testing, and training, reducing reliance on client input and speeding up delivery by 20–30%. This minimizes the effort required from internal teams.</p> <p>Proxy and Representative User Model: HGS works with designated representatives or super users rather than involving large numbers of staff. These representatives provide consolidated input and feedback, reducing the overall burden on the organization.</p> <p>Asynchronous Collaboration and Digital Tools: HGS uses collaboration platforms, shared repositories, and recorded sessions to enable asynchronous participation. This allows client staff to review and provide input at convenient times, reducing scheduling conflicts.</p> <p>Phased and Flexible Engagement Approach: HGS aligns project activities with operational cycles, avoiding peak business periods such as fiscal year-end or high-demand service windows. Phased delivery ensures that not all departments are engaged simultaneously.</p> <p>Dedicated HGS Execution Ownership: HGS takes primary responsibility for execution activities including design, configuration, testing coordination, and documentation. Client involvement is focused on validation rather than execution, reducing workload on internal staff.</p> <p>Decision Governance and Escalation: HGS establishes clear governance structures with defined decision-makers and escalation paths. This ensures timely decisions and avoids delays caused by limited availability of stakeholders.</p> <p>Training and Knowledge Enablement: HGS provides targeted, role-based training and easy-to-use materials, reducing the time required for users to become proficient. Super user models further distribute knowledge internally without overburdening central teams.</p> <p>Representative Public Sector Application: In a provincial public sector transformation program in Canada, HGS managed limited client availability by using structured workshops, representative user groups, and phased engagement. This enabled project progress without disrupting ongoing operations and ensured timely stakeholder input.</p> <p>Key Considerations for Public Sector Success: HGS minimizes reliance on client resources while maintaining necessary engagement for decision-making and validation. We align project timelines with operational realities, ensuring continuity of essential services. We use structured and efficient engagement models to reduce fatigue and improve participation quality.</p> <p>Overall, HGS provides a practical, low-impact delivery approach that balances transformation needs with operational responsibilities, enabling public sector entities to successfully implement ERP systems despite limited internal resourcing.</p>

<p>Describe how the project team would control costs, timelines, and risks while maintaining essential operations.</p>	<p>HGS Canada Inc. controls costs, timelines, and risks through a disciplined, phase-gated delivery model that is specifically designed to maintain uninterrupted public sector operations while executing ERP modernization.</p> <p>Our approach combines upfront clarity, controlled execution, and continuous monitoring to prevent deviations rather than reacting to them.</p> <p>Scope Control and Right-Sizing: HGS establishes a clearly defined and validated scope during early phases, supported by fit-gap analysis and prioritization of critical requirements. Non-essential enhancements are deferred to later phases, preventing scope expansion that drives cost and timeline overruns.</p> <p>Phased and Controlled Implementation: HGS adopts a phased rollout approach with coexistence between legacy and new systems, ensuring critical services remain operational throughout the transition. Modules and functions are deployed in controlled waves, reducing risk and enabling gradual stabilization.</p> <p>Standardization over Customization: HGS enforces a "configure over customize" approach, aligning processes to standard ERP capabilities wherever possible. This reduces implementation effort by 20–30%, lowers long-term costs, and minimizes upgrade risks.</p> <p>Realistic Planning and Baseline Controls: HGS develops detailed project plans with defined milestones, dependencies, and resource allocations. Baselines for cost, schedule, and scope are established and tracked through the PMO, ensuring early visibility of deviations.</p> <p>Active Risk Identification and Mitigation: ERP-specific risks such as data migration issues, integration failures, and user adoption challenges are identified early and tracked continuously. Mitigation actions are embedded into the plan, reducing the likelihood of disruption or rework.</p> <p>Integrated Testing and Quality Gates: HGS applies strict quality gates across design, build, and testing phases, including system integration testing and user acceptance testing. Defects are identified and resolved early, preventing costly post go-live fixes.</p> <p>Data and Integration Controls: Multiple mock data migrations and end-to-end integration testing ensure system readiness before go-live. This avoids operational disruption and ensures continuity of business processes.</p> <p>Operational Alignment and Scheduling: HGS aligns project activities with the member's operational calendar, avoiding peak periods such as fiscal year-end or high service demand cycles. Cutover activities are scheduled during low-impact windows with rollback options in place.</p> <p>Resource Optimization and Delivery Efficiency: HGS uses a blended delivery model, accelerators, and reusable templates to optimize effort and reduce costs by 20–30%. Shared specialist pools ensure efficient use of critical resources across workstreams.</p> <p>Governance and Performance Monitoring: A centralized PMO monitors cost, schedule, and risk metrics through dashboards and regular governance reviews. Early warning indicators trigger corrective actions before issues impact delivery.</p> <p>Change Control and Financial Discipline: All changes are managed through a structured change control process with impact assessment on cost and timeline. This ensures transparency and prevents uncontrolled budget increases.</p> <p>Hypercare and Stabilization: Post go-live, HGS provides focused support to quickly resolve issues and stabilize operations, minimizing business disruption and avoiding extended support costs.</p> <p>Representative Public Sector Application: In a provincial public sector transformation program in Canada, HGS applied phased implementation, strict governance, and early risk mitigation to maintain operational continuity while controlling costs and timelines. This ensured stable service delivery and avoided major disruptions during transition.</p> <p>Key Considerations for Public Sector Success: HGS prioritizes continuity of essential services, ensuring no disruption to citizen-facing operations. We balance modernization with budget constraints, avoiding over-engineering. We focus on prevention of risks rather than reactive correction, ensuring predictable outcomes.</p> <p>Overall, HGS delivers a controlled, practical, and risk-mitigated approach that enables public sector entities to modernize ERP systems while maintaining operational stability, controlling costs, and adhering to timelines.</p>
--	---

<p>Situation: A Member is transitioning to a new ERP system. This includes the Finance module.</p> <p>Using plain language, propose the ideal sequence for implementing the various Finance module components. Your response should include: -which component of the Finance module should go first, second and third etc; -why are you recommending this order?</p> <p>Do not state that the sequence: "depends on the client".</p>	<p>HGS Canada Inc. recommends a structured, dependency-driven sequence for implementing Finance module components, ensuring data integrity, process stability, and minimal disruption to financial operations.</p> <p>The sequence below follows how financial data flows and how controls are established in an ERP system.</p> <p>First, Core Financial Setup (Chart of Accounts, Fiscal Calendar, Accounting Structures): This includes defining the chart of accounts, cost centers, funds, departments, and fiscal periods. Why first: This is the foundation of the entire Finance module. Every transaction, report, and integration depends on this structure. Getting this wrong leads to reporting issues and rework across all modules.</p> <p>Second, General Ledger (GL): The GL is configured including posting rules, journals, and financial controls. Why second: All financial transactions ultimately post to the GL. It must be stable before enabling sub-modules like Accounts Payable or Receivable to ensure accurate financial reporting.</p> <p>Third, Accounts Payable (AP): Vendor setup, invoice processing, approvals, and payment workflows are implemented. Why third: AP is a primary source of financial transactions. It feeds directly into the GL and is critical for maintaining operational continuity such as vendor payments.</p> <p>Fourth, Accounts Receivable (AR): Customer billing, invoicing, receipts, and revenue tracking are configured. Why fourth: AR complements AP and ensures incoming cash flow is captured correctly. Implementing after GL ensures proper revenue recognition and reconciliation.</p> <p>Fifth, Cash and Bank Management: Bank accounts, reconciliations, cash flow tracking, and payment processing are set up. Why fifth: This depends on AP and AR being operational, as it reconciles outgoing and incoming transactions. It ensures financial accuracy and control over cash positions.</p> <p>Sixth, Budgeting and Forecasting: Budget structures, controls, and forecasting processes are implemented. Why sixth: Budgets need to align with the chart of accounts and actual transaction data from GL, AP, and AR. Implementing later ensures realistic and aligned budget controls.</p> <p>Seventh, Fixed Assets Management: Asset register, capitalization rules, depreciation, and lifecycle management are configured. Why seventh: Fixed assets rely on financial postings from AP and GL. Implementing after core financial processes ensures accurate asset valuation and depreciation.</p> <p>Eighth, Procurement and Expense Integration (if in scope): Integration with procurement, purchasing, and expense modules is completed. Why eighth: These modules generate financial transactions that feed into AP and GL. They are implemented after core finance is stable to ensure seamless integration.</p> <p>Ninth, Reporting and Financial Close Processes: Financial reporting, dashboards, and period-end close processes are finalized. Why ninth: Reporting depends on all prior modules being configured and tested. This ensures accurate financial statements and compliance with audit requirements.</p> <p>Final Sequence Rationale: This sequence follows a bottom-up approach, starting with financial structure, then transaction processing, and finally control, reconciliation, and reporting. It ensures that each component builds on a stable foundation, reducing rework, avoiding data inconsistencies, and maintaining uninterrupted financial operations.</p> <p>Outcome: By following this sequence, HGS ensures accurate financial data, controlled implementation, and minimal disruption to ongoing operations, while enabling a smooth transition to the new ERP Finance module.</p>
--	---

Engagement , Marketing and Training

Line Item	Question	Response *
-----------	----------	------------

1	Describe the engagement and marketing strategy your company will implement if successful in this solicitation. Your answer should be specific to the various types stakeholders involved.	<p>HGS Canada Inc. will implement a targeted, stakeholder-specific engagement and marketing strategy designed to create awareness, build trust, and drive adoption of ERP implementation services across Canoe Members, while respecting the public sector context and procurement sensitivities.</p> <p>Our approach focuses on education, practical value, and guided engagement rather than generic marketing.</p> <p>Stakeholder Segmentation and Targeting: HGS tailors engagement based on key stakeholder groups within Canoe Members, including executive leadership, finance and business leaders, IT teams, and procurement functions. Each group receives relevant messaging aligned to their priorities, ensuring meaningful engagement.</p> <p>Executive and Leadership Engagement: HGS conducts executive briefings and roundtables focused on strategic outcomes such as modernization, cost control, risk mitigation, and service continuity. Content is practical and outcome-driven, helping leadership understand the value and implications of ERP transformation without technical complexity.</p> <p>Finance and Business Stakeholder Engagement: HGS delivers targeted sessions for finance, procurement, and operational leaders focusing on process improvements, reporting capabilities, and compliance. Use cases and real scenarios are shared to demonstrate how ERP modernization addresses common challenges such as manual processes and reporting inefficiencies.</p> <p>IT and Technical Stakeholder Engagement: HGS engages IT teams through technical workshops covering architecture, integration, security, and cloud transition strategies. This ensures alignment on feasibility, security, and long-term sustainability.</p> <p>Procurement and Governance Engagement: HGS provides clear guidance on procurement approaches, evaluation criteria, and project planning, supporting members in navigating ERP selection and implementation processes within Canoe frameworks.</p> <p>Educational Webinars and Knowledge Sessions: HGS conducts regular webinars and learning sessions tailored to public sector needs, covering topics such as ERP readiness, migration strategies, and lessons learned from similar programs. These sessions are designed to inform rather than sell, building credibility and trust.</p> <p>Targeted Communication and Content: HGS develops concise, role-specific content including briefing notes, implementation guides, and readiness checklists. Content is practical, avoiding marketing language, and focused on helping members make informed decisions.</p> <p>Canoe-Aligned Outreach and Collaboration: HGS works closely with Canoe to align engagement activities with their communication channels, events, and member networks. This ensures coordinated outreach and avoids duplication or conflicting messaging.</p> <p>Demonstration and Advisory Sessions: HGS offers optional advisory discussions and high-level diagnostics to interested members, helping them understand their current state and next steps without requiring formal commitment.</p> <p>Training and Awareness for Early Engagement: HGS provides introductory training and awareness sessions to help members understand ERP concepts, terminology, and implementation considerations. This supports informed participation in future projects.</p> <p>Feedback and Continuous Improvement: HGS captures feedback from members and stakeholders to refine engagement approaches, ensuring relevance and effectiveness over time.</p> <p>Key Differentiators: HGS focuses on education and practical guidance rather than traditional marketing, building trust with public sector stakeholders. Our stakeholder-specific approach ensures relevance and meaningful engagement across different roles. Our alignment with Canoe ensures coordinated and efficient outreach. Our advisory-led engagement helps members progress from awareness to action in a structured manner.</p> <p>Overall, HGS delivers a focused, stakeholder-driven engagement and marketing strategy that builds awareness, supports informed decision-making, and enables Canoe Members to confidently initiate ERP modernization initiatives.</p>
2	Collaboration between Canoe and the vendor is essential to the buy-in of group purchasing by vendors and their distribution network. What do you expect Canoe's role to be in demonstrating the value of the contract?	<p>HGS Canada Inc. views Canoe as a strategic partner in enabling adoption of the program across its member base. Clear alignment between Canoe and HGS is critical to building credibility, driving awareness, and ensuring consistent messaging on the value of the contract.</p> <p>We expect Canoe's role to focus on enabling access, reinforcing trust, and amplifying value across its network.</p> <p>Program Endorsement and Credibility: Canoe's endorsement of the program provides assurance to members that the vendor has been competitively evaluated and meets public sector standards. This credibility reduces hesitation and accelerates initial engagement with members.</p> <p>Centralized Communication and Awareness: Canoe plays a key role in communicating the availability and benefits of the contract through its established channels, including newsletters, member portals, and events. Consistent messaging from Canoe ensures broad awareness across diverse member groups.</p> <p>Facilitating Member Access and Introductions: Canoe can support introductions between HGS and interested members, particularly for early-stage discussions. This helps streamline engagement and ensures members connect with the appropriate resources quickly.</p> <p>Articulating Value of Group Purchasing: Canoe helps members understand the benefits of using the contract, including reduced procurement effort, pre-negotiated terms, and access to qualified vendors. Clear articulation of these advantages encourages adoption and reduces the need for separate procurement processes.</p> <p>Alignment on Messaging and Positioning: HGS and Canoe work together to ensure that messaging is practical, consistent, and focused on member outcomes such as cost efficiency, reduced risk, and faster implementation. This avoids confusion and strengthens the overall value proposition.</p> <p>Coordinated Events and Knowledge Sharing: Canoe can facilitate webinars, information sessions, and member forums where HGS can share insights, approaches, and lessons learned. These forums provide members with practical understanding and build confidence in engaging with the program.</p> <p>Feedback Loop and Continuous Improvement: Canoe plays an important role in gathering feedback from members on their needs, concerns, and experiences. This feedback helps HGS refine its approach and ensures the program remains aligned with member expectations.</p> <p>Support in Navigating Procurement Processes: Canoe can guide members on how to access and utilize the contract effectively, ensuring compliance with procurement policies and simplifying the engagement process.</p> <p>Key Differentiators: HGS views Canoe not just as a contracting body, but as an active partner in enabling successful outcomes for members. Our collaborative approach ensures that members receive consistent messaging, easy access, and clear understanding of value. We focus on practical engagement and knowledge sharing rather than traditional marketing, aligning with public sector expectations.</p> <p>Overall, HGS expects Canoe to act as an enabler and amplifier of the program, helping members understand the value of the contract, access services efficiently, and engage with confidence.</p>

3	<p>Describe how you will train your sales force and distribution network on the value of utilizing the group purchasing such as the Canoe contract for public sector and non for profit clients. Include details on measure you will put in place, such as type and cadence of engagement etc.</p>	<p>HGS Canada Inc. will implement a structured enablement program to train and align its sales teams and distribution network on effectively positioning and utilizing the Canoe contract for public sector and non-profit clients.</p> <p>Our approach focuses on practical understanding, consistent messaging, and measurable adoption rather than generic sales training.</p> <p>Structured Onboarding and Certification: All sales and partner-facing teams will undergo a mandatory Canoe program onboarding, covering contract structure, eligible services, procurement advantages, and positioning guidelines. This will be supported by a short certification process to ensure understanding before engaging with members.</p> <p>Role-Based Training Modules: Training will be tailored for different roles, including sales leaders, account managers, and partner representatives. Content will focus on how to position group purchasing benefits, identify suitable opportunities, and engage public sector stakeholders appropriately.</p> <p>Canoe-Specific Playbooks and Messaging Guides: HGS will develop concise playbooks outlining when and how to position the Canoe contract, including use cases, value propositions, and common client scenarios. Messaging will emphasize reduced procurement timelines, pre-qualified vendor status, and cost and risk efficiency.</p> <p>Cadence of Training and Engagement: HGS will conduct initial onboarding sessions at program launch, followed by quarterly refresher sessions and updates aligned to market developments and member feedback. Monthly internal updates will be shared to reinforce messaging, highlight opportunities, and share lessons learned.</p> <p>Practical Scenario-Based Enablement: Training will include real-world scenarios and case-based discussions to help teams understand how to position the Canoe contract in different contexts, such as ERP replacement, modernization, or advisory engagements.</p> <p>Sales Support and Deal Coaching: HGS will provide centralized support for Canoe-related opportunities, including deal reviews, solution alignment, and pricing guidance. This ensures consistent positioning and improves win probability.</p> <p>Performance Tracking and Adoption Metrics: HGS will track key metrics such as number of Canoe-led opportunities, conversion rates, and engagement levels across sales teams and partners. These metrics will be reviewed regularly to assess effectiveness and drive improvements.</p> <p>Incentive Alignment and Accountability: Sales teams will be encouraged to leverage the Canoe contract through aligned performance goals and recognition of successful engagements. This ensures focus and accountability in driving adoption.</p> <p>Partner and Distribution Network Enablement: HGS will extend training and enablement to its partner ecosystem, ensuring consistent understanding and messaging across all channels. This includes joint sessions, shared materials, and coordinated engagement strategies.</p> <p>Continuous Feedback and Improvement: Feedback from sales teams, partners, and Canoe members will be captured and used to refine training content and engagement approaches. This ensures relevance and effectiveness over time.</p> <p>Key Differentiators: HGS focuses on practical, scenario-based training rather than generic sales enablement. Our structured cadence ensures continuous reinforcement and alignment. Our use of metrics and governance ensures measurable adoption and accountability. Our centralized support model ensures consistency and quality across all engagements.</p> <p>Overall, HGS provides a disciplined and outcome-driven training approach that ensures its sales force and distribution network are well-equipped to position and leverage the Canoe contract effectively, driving value for public sector and non-profit clients.</p>
4	<p>Describe your methodology and approach to a successful start up / implementation plan and ongoing review and monitoring of the contract use and promotion. Include details on measure you will put in place.</p>	<p>HGS Canada Inc. follows a structured, measurable approach to program start-up, implementation, and ongoing monitoring to ensure effective use and sustained promotion of the Canoe contract across members.</p> <p>Our approach focuses on rapid activation, consistent engagement, and continuous performance tracking.</p> <p>Start-Up and Mobilization Plan: HGS initiates a formal program kick-off with Canoe to align on objectives, governance, communication protocols, and success measures. A dedicated program lead and support team are assigned, and a detailed 90-day activation plan is established covering outreach, enablement, and initial engagement activities.</p> <p>Program Governance and Operating Model: HGS establishes a governance structure with defined roles, escalation paths, and review forums. Regular coordination meetings with Canoe ensure alignment on priorities, messaging, and member engagement activities.</p> <p>Sales and Partner Enablement: HGS deploys structured onboarding and training for internal sales teams and partners, including Canoe-specific playbooks, positioning guidance, and opportunity identification frameworks. This ensures consistent and accurate representation of the contract.</p> <p>Targeted Outreach and Promotion Plan: HGS develops a focused outreach plan aligned to Canoe member segments, including municipalities, public agencies, and non-profits. Engagement activities include webinars, knowledge sessions, and advisory discussions tailored to ERP modernization needs.</p> <p>Early Engagement and Pipeline Development: HGS prioritizes early engagement with interested members through discovery sessions and high-level diagnostics. This builds an initial pipeline of opportunities and demonstrates early value from the contract.</p> <p>Performance Metrics and Tracking: HGS defines and tracks key performance indicators, including number of member engagements, qualified opportunities, proposal conversions, and contract utilization levels. Metrics are reviewed regularly to assess effectiveness and identify improvement areas.</p> <p>Cadence of Reviews and Reporting: HGS conducts monthly operational reviews and quarterly strategic reviews with Canoe. Reports include activity summaries, pipeline status, engagement outcomes, and planned next steps.</p> <p>Continuous Improvement and Feedback Loop: Feedback from Canoe and participating members is captured and used to refine engagement strategies, messaging, and delivery approaches. This ensures the program remains aligned to member needs.</p> <p>Promotion and Awareness Optimization: HGS adjusts outreach and communication strategies based on performance data, focusing on channels and approaches that generate the highest engagement and conversion.</p> <p>Risk Monitoring and Mitigation: HGS identifies risks such as low awareness, slow adoption, or resource constraints and implements targeted actions to address them proactively.</p> <p>Key Measures and Controls: HGS implements clear measures including defined engagement targets, conversion ratios, response timelines, and satisfaction indicators. Governance ensures accountability and consistent execution across teams.</p> <p>Key Differentiators: HGS combines structured start-up planning with ongoing, data-driven monitoring and improvement. Our approach ensures rapid program activation and sustained engagement over time. Our focus on measurable outcomes ensures transparency and accountability. Our alignment with Canoe enables coordinated and effective promotion of the contract.</p> <p>Overall, HGS delivers a disciplined and results-oriented approach to program start-up, implementation, and ongoing monitoring, ensuring effective utilization and sustained promotion of the Canoe contract across members.</p>

5	<p>How will you be monitoring the adoption and utilization of the Canoe contract by your sales and distribution network? Which key performance indicators will you be monitoring?</p>	<p>HGS Canada Inc. will monitor adoption and utilization of the Canoe contract through a structured, data-driven approach combining pipeline tracking, performance dashboards, and governance reviews across our sales teams and distribution network.</p> <p>Our focus is on measurable adoption, consistent usage, and continuous improvement rather than passive tracking.</p> <p>Centralized Tracking and Visibility: All Canoe-related opportunities are tagged and tracked within HGS CRM systems, enabling end-to-end visibility from initial engagement to deal closure. Dedicated dashboards provide real-time insights into adoption across regions, teams, and partners.</p> <p>Sales and Partner Adoption Monitoring: HGS tracks how consistently sales teams and partners are positioning and utilizing the Canoe contract in relevant opportunities. This includes monitoring inclusion of Canoe in proposals, early-stage discussions, and deal strategies.</p> <p>Pipeline and Opportunity Metrics: HGS monitors the volume and quality of Canoe-linked opportunities across stages, ensuring a healthy and progressing pipeline.</p> <p>Key KPIs include: Number of Canoe-related opportunities created Value of pipeline associated with Canoe engagements Stage progression and conversion rates from opportunity to proposal and to award</p> <p>Engagement and Outreach Metrics: HGS tracks engagement activities with Canoe Members to measure awareness and interest.</p> <p>Key KPIs include: Number of member engagements, discovery sessions, and workshops conducted Participation in webinars and knowledge sessions Response and follow-up timelines for member inquiries</p> <p>Conversion and Utilization Metrics: HGS measures how effectively opportunities translate into actual contract usage.</p> <p>Key KPIs include: Proposal-to-win conversion rate Number of contracts executed through Canoe Total contract value, TCV, and annual contract value, ACV, generated through Canoe Average deal cycle time</p> <p>Sales Behavior and Compliance Metrics: HGS tracks whether the Canoe contract is being consistently and correctly positioned.</p> <p>Key KPIs include: Percentage of eligible public sector opportunities where Canoe is considered Adherence to Canoe pricing and positioning guidelines Participation in Canoe training and enablement sessions</p> <p>Performance by Region and Partner: HGS monitors adoption across geographies and partner channels to identify gaps or high-performing areas. This enables targeted interventions and focused enablement.</p> <p>Cadence of Monitoring and Reviews: HGS conducts monthly operational reviews to track KPIs and pipeline health, and quarterly strategic reviews with leadership and Canoe. Insights are used to refine engagement strategies and improve performance.</p> <p>Feedback and Continuous Improvement: HGS incorporates feedback from sales teams, partners, and Canoe Members to identify barriers to adoption and adjust approach accordingly. This ensures sustained improvement over time.</p> <p>Governance and Accountability: Adoption metrics are tied to sales governance and performance management, ensuring accountability across teams. Centralized oversight ensures consistent tracking and reporting.</p> <p>Key Differentiators: HGS combines real-time data visibility with structured governance, ensuring proactive management of adoption rather than reactive reporting. Our KPI framework links activity, pipeline, and outcomes, providing a complete view of performance. Our focus on both behavior and results ensures consistent and effective utilization of the Canoe contract.</p> <p>Overall, HGS provides a comprehensive and measurable approach to monitoring adoption and utilization, ensuring the Canoe contract is actively leveraged across our sales and distribution network and delivers sustained value to members.</p>
---	---	--

6	<p>Describe your commitment to attending and/or sponsoring Canoe member engagement events (e.g., reverse trade shows, conventions, golf tournaments, educational offerings, retreats etc.)</p>	<p>HGS Canada Inc. is committed to actively supporting Canoe member engagement through consistent participation in, and selective sponsorship of, Canoe-led events, with a focus on meaningful interaction, knowledge sharing, and long-term relationship building rather than transactional presence.</p> <p>Our approach prioritizes relevance, value, and sustained engagement across different member groups.</p> <p>Active Participation in Canoe Events: HGS will participate in Canoe-organized events such as reverse trade shows, conventions, and member forums, ensuring representation from both business and delivery leadership. Our participation will focus on engaging with members, understanding their challenges, and providing practical insights on ERP modernization.</p> <p>Targeted Sponsorship Approach: HGS will selectively sponsor key Canoe events where there is strong alignment with public sector transformation themes and member engagement objectives. Sponsorship decisions will be based on maximizing value for members rather than broad visibility, ensuring meaningful contribution.</p> <p>Educational and Knowledge-Based Engagement: HGS will contribute to educational offerings such as workshops, seminars, and panel discussions, focusing on topics like ERP modernization, cloud transition, data management, and risk mitigation. Sessions will be practical and experience-driven, avoiding promotional content.</p> <p>Stakeholder-Specific Engagement at Events: HGS will tailor engagement during events based on stakeholder groups, including executives, finance leaders, IT teams, and procurement professionals. This ensures discussions are relevant and aligned to the needs of each audience.</p> <p>Pre- and Post-Event Engagement: HGS will support pre-event outreach and post-event follow-ups to maximize the value of participation. This includes sharing relevant materials, scheduling follow-up discussions, and capturing insights for continuous improvement.</p> <p>Cadence and Consistency of Participation: HGS commits to regular participation in Canoe's key annual and regional events, ensuring consistent visibility and engagement over the duration of the contract. Event participation will be planned annually in coordination with Canoe.</p> <p>Support for Community and Relationship Building: HGS recognizes the importance of informal engagement settings such as networking events, retreats, and golf tournaments in building trust and long-term relationships. Where appropriate, HGS will participate and contribute to these events to strengthen connections within the Canoe community.</p> <p>Alignment with Canoe Objectives: HGS will work closely with Canoe to align event participation and sponsorship with broader program goals, ensuring coordinated messaging and effective engagement.</p> <p>Key Measures and Commitments: HGS will track participation across events, including number of events attended, sessions delivered, and member interactions. We will also monitor engagement outcomes such as follow-up discussions and opportunities generated, ensuring accountability and value from event participation.</p> <p>Key Differentiators: HGS focuses on substance and value in event participation, emphasizing knowledge sharing and practical insights. Our selective sponsorship approach ensures meaningful contribution rather than broad marketing presence. Our structured follow-up ensures that engagement translates into actionable outcomes for members.</p> <p>Overall, HGS demonstrates a consistent and value-driven commitment to Canoe member engagement events, supporting awareness, education, and relationship development across the Canoe network.</p>
7	<p>Provide details on industry and association partnerships your company has fostered over time which will be beneficial to promoting the Canoe contract in Canada.</p>	<p>HGS Canada Inc. has developed a strong network of industry, technology, and ecosystem partnerships that support public sector transformation and can be effectively leveraged to promote and scale adoption of the Canoe contract across Canada.</p> <p>Our partnerships are practical, delivery-oriented, and aligned to ERP modernization, cloud adoption, and public sector needs.</p> <p>Technology and ERP Ecosystem Partnerships: HGS maintains strategic partnerships with leading ERP and technology platforms, including Microsoft, SAP, and cloud providers such as AWS and Azure. These partnerships provide access to certified resources, early insights into product roadmaps, and best practices for implementation, enabling HGS to deliver informed and credible guidance to Canoe Members.</p> <p>Cloud and Data Platform Partnerships: HGS collaborates with cloud and data ecosystem providers, including Snowflake and Microsoft Fabric, to support analytics, reporting, and data modernization initiatives. These capabilities are directly relevant to public sector entities seeking improved transparency, reporting, and decision-making.</p> <p>Public Sector and Regulated Industry Experience: HGS has longstanding engagement experience across public sector, utilities, transportation, and regulated environments in Canada. This experience enables alignment with industry expectations, compliance requirements, and operational realities, strengthening credibility when engaging Canoe Members.</p> <p>Consulting and Delivery Ecosystem: HGS works with a network of specialized partners and associates for niche capabilities such as integration, legacy system expertise, and domain-specific advisory. This extended ecosystem supports scalability and ensures coverage across diverse member needs.</p> <p>Academic and Workforce Ecosystem Engagement: HGS engages with local talent ecosystems and training institutions in Canada to build and sustain a pipeline of skilled resources. This supports long-term capacity and responsiveness, particularly important given increasing demand for ERP implementation services.</p> <p>Industry Associations and Community Engagement: HGS participates in industry forums, knowledge-sharing platforms, and public sector engagement initiatives focused on digital transformation and service delivery improvement. These engagements provide opportunities to share insights, understand emerging needs, and position relevant solutions aligned to Canoe objectives.</p> <p>Alignment to Canoe Member Segments: HGS's partnerships and ecosystem relationships span sectors represented within Canoe, including municipalities, public agencies, and non-profit organizations. This enables targeted engagement and relevant positioning of ERP implementation services.</p> <p>Leveraging Partnerships for Canoe Promotion: HGS will align its partnerships to support Canoe program promotion through joint knowledge sessions, co-developed insights, and coordinated outreach where appropriate. This enhances credibility and expands reach without creating conflicting messaging.</p> <p>Key Differentiators: HGS combines strong technology partnerships with practical delivery experience, ensuring that engagements are grounded in real implementation outcomes. Our ecosystem approach enables scalability and access to specialized expertise. Our alignment with public sector needs ensures relevance and credibility in promoting the Canoe contract.</p> <p>Overall, HGS leverages a broad and relevant partnership ecosystem to support awareness, credibility, and adoption of the Canoe contract, ensuring Canoe Members benefit from informed, scalable, and high-quality ERP implementation services.</p>

Sales network

Question	Response *
<p>Describe your company's capability to meet the CANOE Member needs across Canada or for each geographical area the Proponent wishes to do business in. Your response should address at least the following areas.</p> <p>a. Sales force.</p> <p>Please include details, such as the locations of your network of sales.</p>	<p>HGS Canada Inc. has a well-established and geographically distributed sales capability across Canada, enabling effective coverage, local engagement, and responsive support for Canoe Members across provinces and territories.</p> <p>Our sales model combines local presence with centralized coordination to ensure consistency, scalability, and alignment with public sector requirements.</p> <p>Sales Force Structure and Coverage: HGS operates a dedicated public sector-focused sales team supported by account managers, solution consultants, and pre-sales specialists. The team is aligned by region and sector, ensuring focused engagement with municipalities, public agencies, and non-profit organizations.</p> <p>Geographical Presence Across Canada: HGS maintains sales coverage across key regions in Canada, including:</p> <p>Ontario, primary hub with presence in Waterloo and Toronto supporting municipal, provincial, and broader public sector clients Western Canada, coverage across Alberta and British Columbia through regional sales leads and partner-aligned engagement Prairies, Manitoba and Saskatchewan coverage through centralized sales support and targeted outreach aligned to municipal associations Atlantic Canada, coverage across New Brunswick, Nova Scotia, and surrounding regions through regional engagement and remote support models National Coverage, supported through a centralized sales coordination team ensuring consistent reach across all Canoe Member locations, including remote and northern communities</p> <p>Local Engagement with National Coordination: HGS combines local sales presence with centralized governance and solutioning teams, ensuring that members receive regionally relevant engagement backed by consistent expertise and delivery capability.</p> <p>Public Sector Alignment and Experience: The sales team is experienced in engaging with public sector stakeholders, including finance leaders, IT teams, and procurement functions. This ensures alignment with procurement processes, governance expectations, and regulatory considerations.</p> <p>Pre-Sales and Solution Support: Sales teams are supported by dedicated pre-sales and solution architects who provide technical guidance, solution alignment, and proposal support. This ensures that member engagements are informed, accurate, and aligned to actual delivery capabilities.</p> <p>Partner and Ecosystem Support: HGS leverages its partner ecosystem to extend reach and support localized engagement where required. This enhances responsiveness and coverage across regions with varying levels of demand.</p> <p>Responsiveness and Accessibility: HGS ensures timely response to member inquiries, with structured processes to engage within 1-2 business days and initiate discussions quickly. This supports efficient onboarding and engagement.</p> <p>Key Differentiators: HGS combines regional presence with national coordination, ensuring both local relevance and consistent quality. Our public sector-focused sales approach ensures meaningful and compliant engagement with Canoe Members. Our integrated pre-sales support ensures that engagements are solution-driven rather than purely sales-led. Our scalable model ensures coverage across all regions, including smaller and remote communities.</p> <p>Overall, HGS provides a strong, distributed, and responsive sales capability across Canada, ensuring Canoe Members receive accessible, knowledgeable, and consistent engagement regardless of location.</p>
<p>Describe your how you manage government sales. Include details on the sales force and training structure and how you specifically address sales and marketing with public sector clients in a group procurement context.</p>	<p>HGS Canada Inc. manages government sales through a structured, compliance-led model that combines specialized public sector sales teams, disciplined governance, and targeted enablement aligned to group procurement frameworks such as Canoe.</p> <p>Our approach is designed to ensure credibility, consistency, and effectiveness in engaging public sector clients.</p> <p>Public Sector Sales Structure: HGS operates a dedicated public sector sales function supported by account executives, solution consultants, and pre-sales architects. Teams are aligned by region and sector, ensuring focused engagement with municipalities, public agencies, and non-profit organizations. Sales efforts are supported by centralized solutioning, pricing, and proposal teams to ensure consistency and quality.</p> <p>Government Sales Governance and Compliance: All public sector engagements follow defined governance processes, including qualification criteria, compliance checks, and approval workflows. This ensures alignment with procurement regulations, ethical standards, and transparency requirements expected in government engagements.</p> <p>Specialized Training and Enablement: HGS provides targeted training for sales teams on public sector procurement processes, evaluation criteria, and engagement protocols. Training includes understanding of RFP processes, group purchasing frameworks, pricing transparency, and risk considerations. Teams are equipped with practical playbooks and scenario-based guidance to position solutions appropriately.</p> <p>Group Procurement Positioning and Messaging: HGS trains its sales force to position group procurement as a strategic advantage, emphasizing reduced procurement timelines, pre-qualified vendor status, and standardized terms. Messaging is tailored to highlight value without bypassing governance or compliance expectations.</p> <p>Stakeholder-Specific Engagement Approach: Sales teams are trained to engage different stakeholder groups effectively, including executives, finance leaders, IT teams, and procurement officers. Engagement focuses on addressing their specific priorities such as cost control, risk mitigation, operational continuity, and compliance.</p> <p>Solution-Led and Advisory Engagement: HGS emphasizes advisory-led engagement rather than transactional selling. Sales teams are supported by subject matter experts to guide members through readiness assessments, solution options, and implementation considerations.</p> <p>Marketing Approach for Public Sector: HGS uses knowledge-based marketing including webinars, workshops, and educational sessions focused on ERP modernization challenges and solutions. Content is practical and avoids promotional language, aligning with public sector expectations.</p> <p>Sales and Partner Alignment: HGS ensures consistent messaging across its sales force and partner network through standardized playbooks, training, and governance. This prevents conflicting positioning and ensures alignment with Canoe program objectives.</p> <p>Performance Monitoring and Accountability: HGS tracks key metrics such as engagement levels, pipeline development, conversion rates, and adoption of group procurement mechanisms. Regular reviews ensure continuous improvement and alignment with program goals.</p> <p>Key Differentiators: HGS combines dedicated public sector expertise with structured governance and compliance-driven processes. Our training and enablement focus on practical application rather than theory, improving effectiveness in real engagements. Our advisory-led approach builds trust and supports informed decision-making by members. Our alignment with group procurement frameworks ensures consistent and compliant positioning.</p> <p>Overall, HGS provides a disciplined, knowledgeable, and compliant government sales model that effectively addresses the needs of public sector clients and maximizes the value of group procurement frameworks such as the Canoe contract.</p>

Environmental and social governance ESG

Question	Response *
Describe your corporate ESG initiatives.	<p>HGS is dedicated to being both a successful business and a contributing member of the communities where we operate. As a corporate citizen, HGS recognizes its responsibility to effect positive changes for individuals, communities, and the planet. We are constantly striving to minimize our environmental footprint and maximize planet-positive actions by adopting eco-friendly operations and initiatives – both “within the fence” (at our own facilities) and “around the fence” (in the immediate vicinity of our locations). To fulfil our net-zero commitment by 2035, we are actively engaged in carbon-reduction efforts to optimize energy use, while increasing our infrastructure efficiency across the globe.</p> <p>The various measures we’re implementing include:</p> <ul style="list-style-type: none"> Increasing the virtualization speed of our server infrastructure to reduce emissions across our data centers. Rationalizing infrastructure as we move to new sites or update existing premises to increase energy efficiency. Increasing renewable energy sources to support our business endeavors. Advancing water-management activities both within our locations and in the communities we serve. HGS continues to support various long-term water-management projects for communities through multiple water-body rejuvenation and management projects. Facilitating working from home to reduce the commuting needs of our 20,000+ employees. Offsetting the carbon footprint from employee business travel. Analyzing and updating our supply chain to work with responsible partners around the globe. <p>HGS initiatives includes:</p> <ul style="list-style-type: none"> • HGS Canada maintained a 69% gender ratio as of 30 March 2025, supported by regular gender representation updates delivered by the DEI team. • Pride workshop conducted with participation from employees across teams, reinforcing HGS’ commitment to an inclusive workplace for LGBTQIA+ colleagues. • Leaders adopted pronouns in their email signatures as a demonstration of allyship and solidarity with the LGBTQIA+ community. • Institutionalized PathbreakHERs — HGS’ Global Women Leaders Network, designed to foster peer learning, inspiration, encouragement, and career advancement for women leaders. • Strengthened WIMA – Women in Motion Alliance, a global community supporting collaboration, learning, and leadership visibility for women across HGS Americas. • International Women’s Day campaign held across geographies, celebrating women’s achievements and contributions. • Coffee with Leaders –Offering women colleagues an opportunity to connect directly with HGS leaders through virtual conversations that focus on leadership journeys, challenges, learnings, and professional growth. <p>Webinars, 12 workshops and 24 DEI events delivered</p> <ul style="list-style-type: none"> • 7,091 employees engaged globally. (Including Canada) • Signature Days of Significance (Including Canada) • International Women’s Day — 1,575 participants globally • International Day of PwD — 170 on-ground participants • Pride Month — 1,251 participants, 4 panel discussions, 5 geo-wise celebrations <p>Additionally, please refer to the HGS published ESG report: https://hgs.com/wp-content/uploads/2025/12/HGS-FY25_Sustainability-Report.pdf for more details</p>

Addenda, Terms and Conditions

PART D -TERMS AND CONDITIONS OF THE SOLICITATION PROCESS

Proponents should structure their proposals in accordance with the instructions in the Procurement Portal.

A proponent who submits conditions, options, variations, or contingent statements, either as part of its proposal or after receiving notice of selection, may be disqualified.

1.1.1 Ability to Provide Deliverables

The Proponent has carefully examined the Solicitation documents and has a clear and comprehensive knowledge of the Deliverables required. The proponent represents and warrants its ability to provide the Deliverables in accordance with the requirements of the Solicitation for the rates set out in its proposal.

1.1.1.2 Non-Binding Pricing

The Proponent has submitted its pricing in accordance with the instructions in the Solicitation. The proponent confirms that the pricing information provided is accurate. The proponent acknowledges that any inaccurate, misleading, or incomplete information, including withdrawn or altered pricing, could adversely impact the acceptance of its proposal or its eligibility for future work.

1.1.2 Proposals in English

All proposals are to be in English only.

1.1.3 No Incorporation by Reference

The entire content of the proponent's proposal should be submitted in a fixed format, and the content of websites or other external documents referred to in the proponent's proposal, but not attached, will not be considered to form part of its proposal.

1.1.4 Past Performance

In the evaluation process, Canoe may consider the proponent's past performance or conduct on previous contracts with Canoe or other institutions.

1.1.5 Information in SOLICITATION Only an Estimate

Canoe and its advisers make no representation, warranty, or guarantee as to the accuracy of the information contained in this Solicitation or issued by way of addenda. Any quantities shown or data contained in this Solicitation or provided by way of addenda are estimates only and are for the sole purpose of indicating to proponents the general scale and scope of the Deliverables. It is the proponent's responsibility to obtain all the information necessary to prepare a proposal in response to this Solicitation.

1.1.6 Proponents to Bear Their Own Costs

The proponent will bear all costs associated with or incurred in the preparation and presentation of its proposal, including, if applicable, costs incurred for interviews or demonstrations.

1.1.7 Proposal to be Retained by Canoe

Canoe will not return the proposal or any accompanying documentation submitted by a proponent.

1.1.8 No Guarantee of Volume of Work or Exclusivity of Contract

Canoe makes no guarantee of the value or volume of work to be assigned to the selected proponent. The agreement to be negotiated with the selected proponent will not be an exclusive contract for the provision of the described Deliverables. Canoe may contract with others for goods and services the same as or similar to the Deliverables or may obtain such goods and services internally.

1.1.9 Trade Agreements

Proponents should note that (based on the Members looking to purchase under this Solicitation) this procurement process is subject to the requirements of:

- Comprehensive Economic and Trade Agreement between Canada and the European Union, Chapter 19 (Government Procurement)
- Canadian Free Trade Agreement, Chapter 5 (Government Procurement)
- New West Partnership Trade Agreement, Article 14 (Procurement) and Part V, Section C (Exceptions: Government Procurement)
- Trade and Cooperation Agreement Between Ontario and Quebec, Chapter 9
- Atlantic Procurement Agreement
- Ontario Broader Public Sector (BPS) Procurement Directive

1.2 Communication after Issuance of Solicitation

1.2.1 Proponents to Review Solicitation

Proponents should promptly examine all of the documents comprising this Solicitation and may direct questions or seek additional information in writing through the Procurement Portal on or before the Deadline for Questions. No such communications are to be sent or initiated through any other means. Canoe is under no obligation to provide additional information, and Canoe is not responsible for any information provided by or obtained from any source other than the Solicitation Contact or the Procurement Portal. It is the responsibility of the proponent to seek clarification on any matter it considers to be unclear. Canoe is not responsible for any misunderstanding on the part of the proponent concerning this SOLICITATION or its process.

1.2.2 All New Information to Proponents by Way of Addenda

This Solicitation may be amended only by addendum in accordance with this section. If Canoe, for any reason, determines that it is necessary to provide additional information relating to this Solicitation, such information will be communicated to all proponents by addendum posted in the Procurement Portal. Each addendum forms an integral part of this Solicitation and may contain important information, including significant changes to this Solicitation. Proponents are responsible for obtaining all addenda issued by Canoe.

1.2.3 Post-Deadline Addenda and Extension of Submission Deadline

If Canoe determines that it is necessary to issue an addendum after the Deadline for Issuing Addenda, Canoe may extend the Submission Deadline for a reasonable period of time.

1.2.4 Verify, Clarify, and Supplement

When evaluating proposals, Canoe may request further information from the proponent or third parties in order to verify, clarify, or supplement the information provided in the proponent's proposal. Canoe may revisit, re-evaluate, and rescore the proponent's response or ranking on the basis of any such information.

1.2.5 Restricted Communications

Proponents that fail to comply with the requirement to direct all communications to the Solicitation Contact may be disqualified from the Solicitation process. Without limiting the generality of this provision, Proponents may not communicate with or attempt to communicate with the following (unless instructed to by the Solicitation Contact):

1. any RMA director, officer, employee or agent (other than the Solicitation Contact);
2. any member of the Evaluation Team;
3. any expert or advisor assisting the Evaluation Team; or
4. any other elected official of any level of government, including any advisor to any elected official.

1.2.6 Authorized Communications, Amendments, Waivers

Proponents are advised that from the date of issue of the Solicitation through any award notification:

1. only the Solicitation Contact is authorized by CANOE to amend or waive the requirements of the Solicitation pursuant to the provisions of this Solicitation; and
2. under no circumstances shall a Proponent rely upon any information or instruction from any commissioner, officer, employee, agent of CANOE or RMA unless the information or instruction is provided in writing by the Solicitation Contact.

1.3 Notification and Debriefing

1.3.1 Notification to Other Proponents

Once an agreement is executed by Canoe and a proponent, the other proponents may be notified directly in writing and will be notified by public posting of the outcome of the procurement process.

1.3.2 Debriefing

Proponents may request a debriefing after receipt of a notification of the outcome of the procurement process. All requests must be in writing to the Solicitation Contact and must be made within sixty (60) days of such notification. The Solicitation Contact will contact the proponent's representative to schedule the debriefing. Debriefings may occur in person at Canoe's location or by way of conference call or other remote meeting format as prescribed by Canoe.

1.3.3 Procurement Protest Procedure

Any proponent with concerns about the Solicitation process is required to attend a debriefing prior to proceeding with a protest.

If, after attending a debriefing, the proponent wishes to challenge the Solicitation process, it should provide written notice to the Solicitation Contact in accordance with the procurement protest procedures below:

A bid dispute must be submitted within 5 Business Days of the circumstances giving rise to the dispute. To submit a bid dispute, proponents must deliver a written submission containing:

1. The name, address, and telephone number of the Proponent;
2. An indication that the bid dispute is authorized by an authorized signing officer or representative of the Proponent;
3. The Solicitation number;
4. Identification of the statute or procedure that is alleged to have been violated;
5. A precise statement of the relevant facts;
6. Identification of the issues to be resolved;
7. The Proponent's argument and supporting documentation; and
8. The Proponent's proposed resolution. All documentation must be addressed to:

Attention: General Manager, Canoe Procurement Group of Canada
Canoe Procurement Group of Canada
2510 Sparrow Drive, Nisku, Alberta T9E 8N5

EMAIL: proposals@canoeprocurement.ca

Once a bid dispute has been received, the General Manager, Canoe Procurement Group of Canada will initiate a review of the matter. The General Manager will complete that review and provide a response to the proponent as soon as reasonably possible, but generally within 10 Business Days.

That response shall be the final response from CANOE regarding the bid dispute.

Filing a bid dispute does not affect a Proponent's ability to participate in ongoing or future procurement opportunities with CANOE.

1.4 Conflict of Interest and Prohibited Conduct

1.4.1 Conflict of Interest

For the purposes of this Solicitation, the term "Conflict of Interest" includes, but is not limited to, any situation or circumstance where:

1. in relation to the Solicitation process, the proponent has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including, but not limited to:
2. having or having access to confidential information of Canoe in the preparation of its proposal that is not available to other proponents;
3. having been involved in the development of the Solicitation, including having provided advice or assistance in the development of the Solicitation;
4. receiving advice or assistance in the preparation of its response from any individual or entity that was involved in the development of the Solicitation;
5. communicating with any person with a view to influencing preferred treatment in the Solicitation process (including, but not limited to, the lobbying of decision-makers involved in the Solicitation process); or
6. engaging in conduct that compromises, or could be seen to compromise, the integrity of the open and competitive Solicitation process or render that process non-competitive or unfair; or
7. in relation to the performance of its contractual obligations under a contract for the Deliverables, the proponent's other commitments, relationships, or financial interests:
8. could, or could be seen to, exercise an improper influence over the objective, unbiased, and impartial exercise of its independent judgement; or
9. could, or could be seen to, compromise, impair, or be incompatible with the effective performance of its contractual obligations.

1.4.2 Disqualification for Conflict of Interest

Canoe may disqualify a proponent for any conduct, situation, or circumstances, determined by Canoe, in its sole and absolute discretion, to constitute a Conflict of Interest as defined above.

An existing supplier of Canoe may be precluded from participating in the Solicitation process in instances where Canoe has determined that the supplier has a competitive advantage that cannot be adequately addressed to mitigate against unfair advantage. This may include, without limitation, situations in which an existing supplier is in a position to create unnecessary barriers to competition through the manner in which it performs its existing contracts, or situations where the incumbent fails to provide the information within its control or otherwise engages in conduct obstructive to a fair competitive process.

1.4.3 Disqualification for Prohibited Conduct

Canoe may disqualify a proponent, rescind an invitation to negotiate, or terminate a contract subsequently entered into if Canoe determines that the proponent has engaged in any conduct prohibited by this Solicitation.

1.4.4 Prohibited Proponent Communications

Proponents must not engage in any communications that could constitute a Conflict of Interest and should take note of the Conflict of Interest declaration set out in the Procurement Portal.

1.4.5 Proponent Not to Communicate with Media

Proponents must not, at any time directly or indirectly, communicate with the media in relation to this Solicitation or any agreement entered into pursuant to this Solicitation without first obtaining the written permission of the Solicitation Contact.

1.4.6 No Publicity or Promotion

CANOE does not wish any Proponent, including the Ranking Proponent, to make any public announcement or distribute any literature regarding this Solicitation or otherwise promote itself in connection with this Solicitation or any arrangement entered into under this Solicitation without the prior written approval of CANOE.

If a Proponent, including the Ranking Proponent, makes a public statement either in the media or otherwise that is contrary to CANOE's wishes noted above, then:

1. CANOE may disqualify that Proponent; and
2. although CANOE intends to treat all Proposals as confidential, CANOE may disclose any information about a Proponent's Proposal to provide accurate information and/or to rectify any false impression which may have been created.

1.4.7 No Lobbying

Proponents must not, in relation to this Solicitation or the evaluation and selection process, engage directly or indirectly in any form of political or other lobbying whatsoever to influence the selection of the selected proponent(s).

1.4.8 Illegal or Unethical Conduct

Proponents must not engage in any illegal business practices, including activities such as bid-rigging, price-fixing, bribery, fraud, coercion, or collusion. Proponents must not engage in any unethical conduct, including lobbying, as described above, or other inappropriate communications; offering gifts to any employees, officers, agents, elected or appointed officials, or other representatives of Canoe; deceitfulness; submitting proposals containing misrepresentations or other misleading or inaccurate information; or any other conduct that compromises or may be seen to compromise the competitive process provided for in this SOLICITATION.

1.4.9 Supplier Suspension

Canoe may suspend a supplier from participating in its procurement processes for prescribed time periods based on past performance or based on inappropriate conduct, including, but not limited to, the following:

1. illegal or unethical conduct as described above;
2. the refusal of the supplier to honor its submitted pricing or other commitments;
3. engaging in litigious conduct, bringing frivolous or vexatious claims in connection with Canoe's procurement processes or contracts, or engaging in conduct obstructive to a fair competitive process; or

4. any conduct, situation, or circumstance determined by Canoe, in its sole and absolute discretion, to have constituted an undisclosed Conflict of Interest.

In advance of a decision to suspend a supplier, Canoe will notify the supplier of the grounds for the suspension and the supplier will have an opportunity to respond within a timeframe stated in the notice. Any response received from the supplier within that timeframe will be considered by Canoe in making its final decision.

1.5 Confidential Information

1.5.1 Confidential Information of Canoe

All information provided by or obtained from Canoe in any form in connection with this Solicitation either before or after the issuance of this Solicitation:

1. is the sole property of Canoe and must be treated as confidential;
2. is not to be used for any purpose other than replying to this SOLICITATION and the performance of any subsequent contract for the Deliverables;
3. must not be disclosed without prior written authorization from Canoe; and
4. must be returned by the proponent to Canoe immediately upon the request of Canoe.

1.5.2 Confidential Information of Proponent

A proponent should identify any information in its proposal or any accompanying documentation supplied in confidence for which confidentiality is to be maintained by Canoe. The confidentiality of such information will be maintained by Canoe, except as otherwise required by law or by order of a court or tribunal. Proponents are advised that their proposals will, as necessary, be disclosed, on a confidential basis, to advisers retained by Canoe to advise or assist with the Solicitation process, including the evaluation of proposals. If a proponent has any questions about the collection and use of personal information pursuant to this Solicitation, questions are to be submitted to the SOLICITATION Contact.

1.6 Procurement Process Non-Binding

1.6.1 No Contract A and No Claims

This procurement process is not intended to create and will not create a formal, legally binding bidding process and will instead be governed by the law applicable to direct commercial negotiations. For greater certainty, and without limitation:

1. this Solicitation will not give rise to any Contract-A-based tendering law duties or any other legal obligations arising out of any process contract or collateral contract; and
2. neither the proponent nor Canoe will have the right to make any claims (in contract, tort, or otherwise) against the other with respect to the award of a contract, failure to award a contract, or failure to honour a proposal submitted in response to this Solicitation.

1.6.2 No Contract until Execution of Written Agreement

This Solicitation process is intended to identify prospective suppliers for the purposes of negotiating potential agreements. No legal relationship or obligation regarding the procurement of any good or service will be created between the proponent and Canoe by this Solicitation process until the successful negotiation and execution of a written agreement for the acquisition of such goods and/or services.

1.6.3 Non-Binding Price Estimates

While the pricing information provided in proposals will be non-binding prior to the execution of a written agreement, such information will be assessed during the evaluation of the proposals and the ranking of the proponents. Any inaccurate, misleading, or incomplete information, including withdrawn or altered pricing, could adversely impact any such evaluation or ranking or the decision of Canoe to enter into an agreement for the Deliverables.

1.6.4 Cancellation

Canoe may cancel or amend the Solicitation process without liability at any time.

1.6.5 Competition Act

Under Canadian law, a Proponent's Proposal must be prepared without conspiracy, collusion, or fraud. For more information on this topic, visit the Competition Bureau website at <http://www.cb-bc.gc.ca/eic/site/cb-bc.nsf/eng/01240.html>, and in particular, part VI of the *Competition Act*, R.S.C. 1985, c. C-34.

1.7 Rights of Canoe Procurement Group of Canada – General

In addition to any other express rights or any other rights which may be implied in the circumstances, CANOE reserves the right to (in its sole discretion):

1. make public the names of any or all Proponents;
2. request written clarification or the submission of supplementary written information from any Proponent and to incorporate such clarification or supplementary written information into the Proponent's Proposal;
3. waive formalities and accept Proposals that substantially comply with the requirements of this Solicitation;
4. contact or not contact any or all references provided by the Proponent;
5. verify with any Proponent or with a third party any information, or check references other than those provided by Proponents, as set out in a Proposal;
6. disqualify any Proponent whose Proposal contains misrepresentations or any other inaccurate or misleading information, or any Proponent whose reasonable failure to cooperate with CANOE impedes the evaluation process, or whose Proposal is determined to be non-compliant with the requirements of the Solicitation;
7. disqualify any Proponent that has a Conflict of Interest or Unfair Advantage, or where reasonable evidence of any Unfair Advantage or Conflict of Interest is brought to the attention of CANOE, and CANOE determines that no reasonable mitigation is possible, or that the Proponent has not taken sufficient steps to promptly address such matters to the satisfaction of CANOE;
8. disqualify any Proponent that is bankrupt or insolvent, or where bankruptcy or insolvency are a reasonable prospect;
9. disqualify any Proponent that has engaged in significant or persistent deficiencies in performance of any substantive requirement or obligation under a prior contract or contracts;
10. disqualify any Proponent if the Proponent, or any officers, directors or other key personnel of the Proponent:
 - a. are subject to final judgments in respect of serious crimes or other serious offences; or
 - b. have engaged in professional misconduct or acts or omissions that adversely reflect on the commercial integrity of the Proponent – including where there is any evidence that the Proponent or any of its employees or agents colluded with any other Proponent, its employees or agents in the preparation of its Proposal, or have made false declarations to CANOE;
11. disqualify any Proponent if the Proponent has failed to pay taxes;
12. make changes, including substantial changes, to this Solicitation provided that those changes are issued by way of addenda in the manner set out in this Solicitation;
13. accept or reject a Proposal if only one Proposal is submitted;
14. accept any Proposal in whole or in part;
15. reject a subcontractor proposed by a Proponent within a consortium;
16. reject a Proposal:
 - a. if CANOE or RMA has initiated a dispute, claim or litigation with that Proponent;
 - b. if that Proponent has initiated or is involved in a dispute, claim or litigation against CANOE or RMA that CANOE or RMA considers to be frivolous, vexatious, without merit and/or unreasonable;
 - c. if the Proponent has failed to satisfy an outstanding debt to CANOE or RMA;
 - d. if the Proponent has a history of illegitimate, frivolous, unreasonable or invalid claims;
 - e. if the Proponent provides incomplete, unrepresentative or unsatisfactory references; or
 - f. if CANOE determines that it would not be in the public interest to accept the Proposal;
 - g. select a Proponent other than the Proponent whose Proposal reflects the lowest cost to CANOE; or
 - h. cancel this Solicitation process at any stage (without providing reasons), and thereafter issue a new request for proposals, request for qualifications, engage in limited tendering, or take no further action in respect of the matters contemplated by this Solicitation.

By submitting a Proposal, the proponent authorizes the collection by CANOE of the information identified in this Solicitation which CANOE may request from any third party.

1.7.1 No Prohibited Conduct

The proponent declares that it has not engaged in any conduct prohibited by this Solicitation.

1.7.2 Disclosure of Information

The proponent hereby agrees that any information provided in this proposal, even if it is identified as being supplied in confidence, may be disclosed where required by law or by order of a court or tribunal. The proponent hereby consents to the disclosure, on a confidential basis, of this proposal by Canoe to the advisers retained by Canoe to advise or assist with the Solicitation process, including with respect to the evaluation of this proposal.

1.8 Governing Law and Interpretation

These Terms and Conditions of the Solicitation Process (PART D):

1. are intended to be interpreted broadly and independently (with no particular provision intended to limit the scope of any other provision);
2. are non-exhaustive and will not be construed as intending to limit the pre-existing rights of the parties to engage in pre-contractual discussions in accordance with the common law governing direct commercial negotiations; and
3. are to be governed by and construed in accordance with the laws of the province of Alberta and the federal laws of Canada applicable therein.

End of PART D



I have the authority to bind the Proponent.

- Mehul Thakkar, Vice President, Sales & Client Relations, HGS Canada Inc.

Conflict of Interest

The proponent must declare all potential Conflicts of Interest or unfair advantages as described in this Solicitation. This includes disclosing the names and all pertinent details of all individuals (employees, advisers, or individuals acting in any other capacity) who (a) participated in the preparation of the proposal; AND (b) were employees of Canoe within twelve (12) months prior to the Submission Deadline.

By Selecting "NO" in the box below, the Proponent declares that (a) there was no Conflict of Interest in preparing its proposal; and (b) there is no foreseeable Conflict of Interest in performing the contractual obligations contemplated in the Solicitation.

Yes No

The Proponent is deemed to have read and taken into account all addenda issued by Canoe.

Please check the box in the column "I have reviewed this addendum" below to acknowledge each of the addenda.

File Name	I have reviewed the below addendum and attachments (if applicable)	Pages
Addendum 02 CAN-2025-002 Fri March 6 2026 02:04 PM	<input type="checkbox"/>	11
Addendum 01-CAN-2026-002 Tue February 24 2026 04:24 PM	<input type="checkbox"/>	1

Schedule "B1"

PRICING

Schedule "C"**MARKETING AND PROMOTION OF AGREEMENT**

Once the Agreement is awarded, the Supplier will meet with Canoe to discuss an effective launch strategy, and shall provide:

- Supplier's contact information;
- Customer engagement strategy;
- Access to knowledge sharing materials (e.g., webinars);
- Escalation process;
- Marketing materials, and,
- Other relevant materials.

To support Members, Canoe and the Supplier will work together to encourage the use of the Agreement resulting from this RFP.

The Supplier will actively promote the Agreement to Members by:

- Educating and creating awareness within their dealer and distribution networks about group purchasing, Canoe Procurement Group and the use of Canoe contract by Members;
- Conducting sales and marketing activities directly to onboard Members;
- Providing excellent and responsive Members support;
- Identifying Members savings; and
- Identifying improvement opportunities (e.g., planning priorities, multi-year projects).

Canoe will promote the use of the Agreement with Members by:

- Using online communication tools to inform and educate;
- Holding information sessions and webinars, as required;
- Attending, when appropriate, Members and Supplier events;
- Facilitating Member engagement, where appropriate;
- Providing effective business relationship management;
- Managing and monitoring Supplier performance;
- Facilitating issue resolution; and
- Marketing Supplier promotions.

Schedule "D"

SAMPLE SALES REPORT



Supplier Name: OFFICE SUPPLY COMPANY
 Canoe Contract Number: CAN-2024-III
 Month: June
 Year: 2024

CANOE SUPPLIER ADMIN FEE TEMPLATE
 Monthly Submission of Data Required

Member Number	Member Name	Province	Branch (if applicable)	Date of Purchase	Transaction Date	Accounting Date	PO #	Invoice #	Item Description	Category (Parts / Labour / Service)	Item cost	Miscellaneous	Freight	Subtotal	PST	GST/HST	Total Invoice	Amount eligible for Admin Fee	Admin Fee Rate	Admin Fee to Canoe
AB1603	SAMPLE ONLY County of your County	AB	ED	3/5/2024	3/5/2024	3/5/2024	555662	9955623	Pens	Parts	5.32	-	-	5.32	-	0.27	5.59	5.32	5.00%	0.27
AMM5002	SAMPLE ONLY RM of your town	MB	WN	2/1/2024	2/25/2024	3/1/2024	TR33556	9955624	Trays	Parts	552.30	0.20	0.50	553.00	33.18	27.65	613.83	552.30	5.00%	27.62
SAR1222	SAMPLE ONLY Town of At Home	SK	RG	12/23/2023	1/31/2024	3/1/2024	202403ij	9955625	Whiteboard	Parts	1,555.20	-	20.30	1,575.50	110.29	78.78	1,764.56	1,555.20	5.00%	77.76
TOTALS											2,112.82	0.20	20.80	2,133.82	143.47	106.69	2,383.98	2,112.82	5.00%	105.64