

**HER MAJESTY THE QUEEN in right of Ontario  
as represented by the Waterloo Wellington Local Health Integration  
Network**

**Request for Services**

**for**

**General Management Consulting Services**

**Waterloo Wellington Local Health Integration Network –  
Board and Senior Team Retreat Facilitation**

**under the Request for Proposals  
issued by the Minister of Government Services for  
General Management Consulting Services,  
reference VOR #OSS - 076916**

**RFS Number: wwlhin201006**

**Date RFS Issued: September 1, 2010**

**Requested Submission Date: September 15, 2010 12:00 noon**

# REQUEST FOR SERVICES

## 1.1 Invitation to Submit

This Request for Services ("RFS") is an invitation to one Vendor to put forward a submission for the provision of services to the Client as contemplated by the Request for Proposals issued by the Ministry of Government Services for General Management Consulting Services, reference MGS-GMS-01. Other Vendors may also have been invited to put forward submissions for these services. In responding to this RFS, you will be deemed to have taken into account all of the provisions of the RFP and the Master Agreement.

If you do not intend to put forward a submission, please notify the Client that you will not do so.

## 1.2 The Services

Information about the Client and its requirements are set out in Supplement A (Client's Information and Requirements).

## 1.3 Type of Contract

The selected Vendor will be expected to enter into a Statement of Work as contemplated by the RFS Terms and conditions set out in the form of Statement of Work attached are not terms and conditions of this RFS process, and are only intended to inform you of the terms and conditions that are contemplated for a Statement of Work that may be entered into between the Client and a successful Vendor as a result of this RFS process.

## 1.4 Definitions

Unless otherwise specified in this RFS, capitalized words and phrases have the meanings set out in the Master Agreement.

**"Business Day"** means any working day, Monday to Friday inclusive, excluding statutory and other Ontario provincial government holidays, namely: New Year's Day; Good Friday; Easter Monday; Victoria Day; Canada Day; Civic Holiday; Labour Day; Thanksgiving Day; Remembrance Day; Christmas Day; Boxing Day and any day which the government of the Province of Ontario has elected to be closed for business.

**"Master Agreement"** means, in respect of any Vendor, the Master Agreement for General Management Consulting Services entered into, pursuant to the RFP, between that Vendor and Her Majesty the Queen in right of Ontario as represented by the Minister of Government Services.

**"RFP"** means the Request for Proposals dated June 29, 2007 for General Management Consulting Services, reference MGS-GMS-01 issued by the Ministry of Government Services and any addenda to it.

**"Vendor"** means a vendor listed by the Ministry of Government Services as a Vendor of Record for General Management Consulting Services, as a result of the RFP.

**"VOR Arrangement"** means a contractual arrangement with successful Vendors for Services selected by MGS in accordance with the RFP, and that have signed a Master Agreement including terms and conditions, service descriptions and Maximum Per Diem Rates.

## **1.5 Interpretation**

All references to days in this RFS and in your submission are to Business Days, unless expressly set out otherwise.

## **2.1 GENERAL INFORMATION AND INSTRUCTIONS**

### **2.1.1 Timetable**

The following is the schedule for this RFS:

·Issue Date of RFS	<b>September 1, 2010</b>
·Requested Submission Date	<b>September 15, 2010 by 12 noon</b>
·Anticipated Start Date	<b>September 29, 2010</b>

The RFS timetable is tentative only and may be changed by the Client in its sole discretion.

### **2.1.2 Parties Shall Bear Their Own Costs**

The parties will bear their own costs associated with or incurred through this RFS process, including any costs arising out of or incurred in: (a) the preparation and issuance of this RFS; (b) the preparation and making of a submission; or (c) the conduct of interviews, negotiations or other activities related to this RFS process.

### **2.1.3 Inquiries**

All inquiries regarding this RFS should be directed by email (no phone calls) to the Client Representative by Wednesday September 8, 2010. The Client will provide one response to all questions by September 13,, 2010. The response will be sent via email to all invited Vendors.

## **2.2 VENDOR SUBMISSIONS**

### **2.2.1 Submissions Made Only in Prescribed Manner**

To be eligible for consideration, you must be a Vendor that has been invited to submit, and you must complete and submit the Submission Form set out in Supplement B (Submission Form), and thereby acknowledge your acceptance of terms and conditions of this RFS.

Other than inserting the information requested and signing the Submission Form, you should not make any changes to the Submission Form or qualify in your submission the acknowledgements contained in the Submission Form. Submissions containing any such qualifications, whether on the face of the Submission Form or elsewhere in a submission (including the cover page or e-mail), may be rejected.

You must propose the number of consultant(s), the Roles and levels, and the estimated number of days required by each consultant to complete the project within the timeframe specified by the Client. You must identify all of the consultant(s) needed to complete the Services. You must also submit a resume for each consultant proposed by you. Please include the resumes as Schedule B to your Submission Form.

For each proposed consultant, you must submit the consultant's most current project(s), and you must also submit references (include name, title, organization and telephone number) whom the Client may contact for the purpose of conducting reference checks.

You must demonstrate in your submission that each proposed consultant has the knowledge, experience and all other qualifications for the proposed Role, and will be able to provide the

requested services. You must provide the Client with the opportunity to interview each proposed consultant, and must not charge the Client in connection with any interview.

You must also complete and submit the Pricing Schedule set out as Schedule A to the Submission Form.

**Important note: You must complete the Pricing Schedule as a separate electronic file in your proposal submission.**

The Pricing Schedule must set out the full legal name of the Vendor; a list of each Role (including level) proposed; the full legal name of each consultant proposed for each Role (by level); the number of days proposed for each Role (including level) to achieve completion of the proposed services within the timeframe specified by the Client; the proposed Per Diem Rate for each consultant in each Role (by level); a sub-total for each Role (number of days x Per Diem Rate); and a Ceiling Price that is not more than the sum of those sub-totals.

You must identify all subcontractors that you propose to use, and must also identify which consultant(s) are provided by which subcontractor.

You must not provide services outside of normal Client working hours, except at the request of the Client's management.

The proposed Per Diem Rate for each consultant in each Role must not exceed the applicable Maximum Per Diem Rate.

You must propose all Per Diem Rates in Canadian funds.

You must specify the number of days required to complete the services.

You should provide your submission by e-mail to the Client Representative. All submissions submitted by Vendors by e-mail to the Client Representative are deemed received once the e-mail has entered into the e-mail inbox of the Client Representative. Submissions are to be directed only to the Client Representative. The Client shall not be responsible for any e-mail delivery issues or technical problems with regard to the submissions.

### **2.2.2 Amending or Withdrawing Submissions**

You may withdraw or amend your submission at any time prior to the execution of a Statement of Work. However, such withdrawals or amendments may adversely impact your selection as a Vendor or eligibility to participate in future RFS processes.

### **2.2.3 Evaluation of Submissions**

Submissions will be evaluated on the basis of the Vendor's response to all information requested in this RFS, including but not limited to the proposed pricing, the qualifications of the consultant(s) proposed, the detailed workplan/timeframe proposed for completion of the services, the quality of the proposal and the proposed knowledge transfer process. A successful Vendor may be selected to enter into a Statement of Work based on this RFS and the Vendor's submission.

## **2.3 EXECUTION OF AGREEMENT**

### **2.3.1 Selection of Vendor**

The Vendor selected by the Client will be expected to enter into a Statement of Work. The agreement execution process is subject to the Terms of Reference set out in Section 2.6 and will

not constitute a legally binding offer to enter into a contract on the part of the Vendor or the Client before the execution of a Statement of Work.

### **2.3.2 Failure to Enter Into a Statement of Work**

The selected Vendor is expected to enter into a Statement of Work on or before the Anticipated Start Date set out in subsection 2.1.1. The failure to do so may result in the selection of another Vendor and may adversely impact the Vendor's eligibility to participate in future RFS processes.

## **2.4 CONFLICT OF INTEREST**

You must not engage in any Conflict of Interest. In this Request for Services, "Conflict of Interest" includes, but is not limited to, any situation or circumstance where:

- (a) in relation to the Request for Services process, the Vendor has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including (i) having, or having access to, information in the preparation of its submission that is confidential to the Client and not available to other Vendors; (ii) communicating with any person with a view to influencing preferred treatment in the Request for Services process; or (iii) engaging in conduct that compromises, or could be seen to compromise, the integrity or competitiveness of Request for Services process and render that process non-competitive and unfair; or
- (b) in relation to the performance of its contractual obligations in a contract with Ontario or the Client, the Vendor's other commitments, relationships or financial interests (i) could, or could be seen to, exercise an improper influence over the objective, unbiased and impartial exercise of its independent judgement; or (ii) could or could be seen to compromise, impair or be incompatible with the effective performance of its contractual obligations.

## **2.5 FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT**

If the *Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c.F.31, as amended ("FIPPA") applies to the Client, information provided by you may be released in accordance with FIPPA.

Section 17 of FIPPA requires the Client to maintain in confidence any trade secret or scientific, technical, commercial, financial or labour relations information that is supplied in confidence, where disclosure of that information by the Client could reasonably be expected to result in any of the harms or consequences set out in clauses 17. (1) (a) to (d) of FIPPA. Accordingly, you should identify any information of that nature in your submission or any accompanying documentation that the Client would be required to maintain in confidence under section 17 of FIPPA. The confidentiality of information of that nature will be maintained by the Client in accordance with the provisions of FIPPA except where the Client is ordered to disclose the information by a Court or Tribunal.

Vendors are advised that their submissions will, as necessary, be disclosed on a confidential basis, to the Client's advisers retained for the purpose of evaluating or participating in the evaluation of this submission.

## **2.6 TERMS OF REFERENCE**

These provisions apply to this RFS:

- this RFS process is not intended to create a formal legally-binding procurement process

and shall not give rise to the legal rights or duties applied to a formal legally-binding procurement process;

- if you are the successful Vendor, you will be expected to enter into a Statement of Work with the Client;
- neither party shall have the right to make claims against the other with respect to this RFS process, the selection of any Vendor, the failure to be selected to enter into a Statement of Work, or the failure to honour submissions prior to the execution of a Statement of Work;
- no legal relationship or obligation regarding the procurement of any services shall be created between any Vendor and the Client prior to the execution of a Statement of Work;
- the Client may make public the names of any or all Vendors;
- you consent to the Client's collection of the information as contemplated under this RFS for the uses contemplated under this RFS;
- the Client may elect not to consider a Vendor whose submission contains misrepresentations or any inaccurate, misleading or incomplete information;
- the Client may cancel this RFS process at any time;
- you agree to all of the terms of the procurement process set out in this RFS.

[Supplement A follows this page.]

## **SUPPLEMENT A - CLIENT'S INFORMATION AND REQUIREMENTS**

### **1.1 CLIENT & CONTACT INFORMATION**

Client: Waterloo Wellington Local Health Integration Network

Client Representative: Staci Bartlett

Title: Business Support Manager

E-mail address: Staci.bartlett@lhins.on.ca

### **1.2 PROJECT INFORMATION**

Project Name: Waterloo Wellington Local Health Integration Network –  
Board and Senior Team Strategic Retreat Facilitation Project

Service Category: **Organizational Effectiveness Services**

Project Start Date: September 28, 2010

Project End Date: December 1, 2010

### **BACKGROUND INFORMATION**

The Client's Board of Directors has developed a high level Strategic Vision – Vision 2020 and Beyond and is preparing to refine and further implement this plan. The Board and Senior Team require facilitation support to move forward with the Strategic Vision and developing a Governance work plan for implementation. The goal is to refine the strategic vision to further drive local health system transformation, outline Governance strategic directions including milestones and expected outcomes and modify if necessary the Client's Integrated Health Services Plan and Annual Business Plans to operationalize the refined Vision 2020.. In this project one specific initiative requires facilitation support in October 2010.

### **1.4 CLIENT'S REQUIREMENTS**

#### **Scope of Services and Deliverables –**

The Client's Board of Directors and Senior Team require facilitation services for the planning and implementation of one event in October, 2010. There is the possibility, in the Client's sole and absolute discretion, that the Vendor may be requested to complete additional related projects over the next two years (see section 1.4.1), therefore the Vendor must complete Schedule A – Pricing, in two parts. While the Client will move ahead with the deliverables in section 1.4, there is no guarantee that any additional related projects will in fact occur or will be requested of the selected Vendor. The Client asks that the Vendor indicate the costs (per diems) that the Client would incur if the Client requires the Vendor to complete additional projects of a similar nature.

The Services and Deliverables to be provided by the Vendor will include the following:

1. Meet with the CEO and Board Chair and work with the Client's Governance Committee of the Board to plan and implement one event in October 2010:

i) Board and Senior Team Retreat – October 28, 29, 2010

- Facilitate the two day Board and Senior Team Retreat
- Develop a plan for the retreat, including agenda, materials, tools and presentation materials to engage the board and senior management
- Using the information from the current Vision 2020 and Beyond, Working Together for a Healthy Future – Integrated Health Services Plan 2010-2013 Strategic Plan,– guide the Board and senior team in refining the Vision 2020 as necessary, the development of their 2010 – 2013 workplan with a focus on an integration agenda and governance to governance community engagement and planning.
- Prepare a final report with action steps, timelines and deliverables including next steps.

2. Details on the event is as follows:

i) Waterloo Wellington LHIN board Retreat – October 28, 29, 2010

The Board and Senior team will review the current Vision 2020, Working together for a healthier future – IHSP 2010-13, discuss options and methods for accelerating the transformation agenda, develop a process for community engagement to assist in the refinement of Vision 2020 and develop an action plan to address integration over the next three – five years with a detailed plan for 2010/2011 and 2011/12.

The Board Retreat will take place:

Thursday October 28 1:00pm – 9:00pm

Friday October 29, 8:00am –3:00pm

at a location with Waterloo Wellington to be confirmed.

A final report, including Action Plans, will be developed to guide the work of the Board and Senior Team over the next three years.

#### 1.4.1 CLIENT'S REQUIREMENTS – Additional Related Projects

**The possibility of a follow-on arrangement exists, in the Client's sole and absolute discretion. Should the Client decide to invoke the follow-on arrangement, the deliverables would be similar but not limited to the types of deliverables defined in section 1.4. In general, the deliverables could be as follows:**

- Meet with the CEO and Board Chair and work with the Client's Governance Committee of the Board to plan and implement events
- Develop agendas, tools, materials and presentations to engage participants in discussions
- Moderate events
- Facilitate discussions
- Summarize discussions/events
- Prepare written reports including recommendations and action plans for next steps.

**Quality Control** – The Vendor must define the quality control plan or process – including measurement methods – which it will use to monitor and report on its performance for the Client.

**Methodologies** – The Vendor must identify any methodologies that it proposes to use in the course of conducting the work.

**Implementation Plan** – The Vendor must describe how it plans to perform and complete the requested services, and must prepare an implementation plan with respect to the requested services (i.e.: actions, responsibilities, time frames, and individuals required to perform and complete the requested services)

**Communications and Reporting** – The Vendor must describe how the Client will be informed of the Project status, including progress reports and any other types of reports or reporting requirements, and the frequency of reporting.

**Contingency Plan** – The Vendor must identify potential areas where problems may arise, and the plan for minimizing risk to the Client.

**Work Location –**

The October 28, 29<sup>th</sup> Board and Senior Team Retreat will take place at a location within Waterloo Wellington to be confirmed.

**Working Hours** – The Client's normal working hours are 7.25 hours per day, office hours are 8:30 a.m. to 5:00 p.m. Monday to Friday inclusive.

**Administrative Services and Supplies** – All administrative services and supplies used by the Vendor to complete the Services will be provided to the Client at no additional charge.

**Travel, Meal and Accommodation Expenses** - The Client is not responsible for any travel, meal or accommodation expenses incurred by the Vendor that are not pre-approved in writing by the Client and charged in accordance with Management Board of Cabinet's, Travel Meal and Hospitality Directive, as may be amended or replaced from time to time. Accommodation arrangements may only be made with those facilities listed in the Ontario government's Travel Meal and Hospitality Directive, as may be amended or replaced from time to time.

The Vendor shall list travel, meal and accommodation expenses as separate line items on its invoices, and shall support all such expenses with receipts.

**Knowledge Transfer** - The Vendor must propose how it will transfer knowledge to the Client's internal staff, and the nature of the knowledge to be transferred.

**Defence** - The Vendor shall, at its expense, to the extent requested by the Client or the Attorney General of Ontario, participate in or conduct the defence of any Proceedings against the Client and its advisors, officers, agents, directors, appointees, and employees, referred to as Indemnified Parties in Section 17.3 (Indemnity), 24.1 (IP Indemnification), 24.3(Confidentiality Indemnification), or 24.4 (Other Indemnification) of the Master Agreement, and any negotiations for their settlement. Client, or the Attorney General of Ontario, may elect to participate in or conduct the defence of any such Proceedings by notifying the Vendor in writing of such election without prejudice to any other rights or remedies of Client under the Master Agreement or this Statement of Work, at law or in equity. Each party participating in the defence shall do so by actively participating with the other's counsel. No settlement shall be entered into by the Vendor unless it has obtained the prior written approval of the Client or the Attorney General as the case may be.

If the Vendor is requested by the Client or the Attorney General, to participate in or conduct the defence of any such Proceedings, Client agrees to co-operate with and assist the Vendor to the

fullest extent possible in the proceedings and any related settlement negotiations. If Client or the Attorney General conducts the defence of any such proceedings, the Vendor agrees to co-operate with and assist the Client, or the Attorney General as the case may be, to the fullest extent possible in the Proceedings and any related settlement negotiations.

**SUPPLEMENT B - SUBMISSION FORM**

Request for Services Number: wwlhin201006

To: HER MAJESTY THE QUEEN in right of Ontario as represented by **the Waterloo Wellington Local Health Integration Network:**

**1. Vendor Information**

(a) The full legal name of the Vendor is: \_\_\_\_\_

(b) Please identify any other relevant name under which the Vendor conducts business:

\_\_\_\_\_

(c) The Vendor's address, telephone and facsimile numbers are:

\_\_\_\_\_

(d) The name and title of the Vendor's Representative:

\_\_\_\_\_

(e) The mailing address, phone number and e-mail address of the Vendor's Representative:

\_\_\_\_\_

(f) State the name, address, telephone and facsimile numbers and e-mail address of the Company Security Officer (CSO) for the Vendor:

\_\_\_\_\_

\_\_\_\_\_

(g) State the name and title of each of the individuals that the Vendor is proposing for this Project:

\_\_\_\_\_

\_\_\_\_\_

**[Instructions: Please add additional lines as required to accommodate each of the proposed Personnel]**

**2. Submission Requirements and Accuracy of Information**

The Vendor accepts the terms and conditions set out in the RFS. While this submission is provided for evaluation purposes only and is not legally binding before the execution of a Statement of Work, I confirm that the information provided is accurate.

**3. Certificate(s) of Insurance**

The Vendor must place a check mark (✓) in one (1) of the following three (3) boxes:

- a) the Vendor has previously submitted a Certificate of Insurance to MGS, which has been approved
- b) the Vendor has included its Certificate of Insurance with this RFS submission
- c) the Vendor agrees to submit a Certificate of Insurance (that will be subject to approval by MGS) prior to the Client issuing a Statement of Work

**4. Conflict of Interest**

The Vendor must complete the following:

- (a) If the box below is left blank, the Vendor will be deemed to declare that: (1) there was no Conflict of Interest in preparing its submission; and (2) there is no foreseeable Conflict of Interest in performing the contractual obligations contemplated in the Request for Services.

- (b) Otherwise, if the statement below applies, check the box.

**The Vendor declares that there is an actual or potential Conflict of Interest relating to the preparation of its submission, and/or the Vendor foresees an actual or potential Conflict of Interest in performing the contractual obligations contemplated in the Request for Services.**

- (c) If the Vendor declares an actual or potential Conflict of Interest by marking the box above, the Vendor must set out below details of the actual or potential Conflict of Interest:

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- (d) The following individuals, as employees, advisors, or in any other capacity (a) participated in the preparation of our submission; **AND** (b) were employees of the Ontario Public Service ("OPS") and have ceased that employment within twelve (12) months prior to the Requested Submission Date:

<b>Name of Individual:</b>
<b>Job Classification (of last position with OPS):</b>
<b>Ministry/Agency (where last employed with OPS):</b>
<b>Last Date of Employment with OPS:</b>
<b>Name of Last Supervisor with OPS:</b>
<b>Brief Description of Individual's Job Functions (at last position with OPS):</b>
<b>Brief Description of Nature of Individual's Participation in Preparation of Submission:</b>

**(Repeat above boxed information for each identified individual)**

- (e) We agree that, upon request, we shall provide the Client with a Conflict of Interest Declaration from each individual identified above in the form prescribed by the Client.

**5. Schedules**

This submission includes the following Schedules:

Schedule A (Pricing Schedule)

Schedule B (Resumes)

**[Instructions to Vendor: List all other schedules.]**

**[FULL LEGAL NAME OF THE VENDOR.]**

I acknowledge that providing my name on the line below in electronic form will constitute a signature for the purposes of the *Electronic Commerce Act, 2000*, S.O. 2000, c. 17.

I have authority to bind the Vendor.

Per:

Signature:

\_\_\_\_\_

Name:

\_\_\_\_\_

Title:

\_\_\_\_\_

Date:

\_\_\_\_\_

### Schedule A - Pricing Schedule

Please provide the following information in accordance to Section 2.2.1 -- the Deliverables described in section 1.4:

<b>Part A Vendor's Consultant</b>					
<b>Vendor's Legal Name:</b>					
Vendor's Consultants			# Days	Per Diem Rate	Total Cost per Consultant <i>Formula: (# of days) x (Per Diem Rate)</i>
Consultant's Name	Name of Role	Level			
				\$	\$
				\$	\$
				\$	\$
				\$	\$
<b>Total Vendor's Consultant(s) Price:</b>					\$

Will Sub-contractors be used for this procurement? Yes [  ] No [  ] If "Yes" complete Part B

<b>Part B Subcontractor's Consultant(s) Price</b>					
<b>Legal Name of Subcontractor:</b>					
	<i>Name of Role</i>	Level	# Days	Per Diem Rate	Total Cost per Consultant <i>Formula: (# of days) x (Per Diem Rate)</i>
<i>Name(s) of Consultant(s): List them below</i>					<i>Formula: (# of days) x (Per Diem Rate)</i>
				\$	\$
				\$	\$
				\$	\$
				\$	\$
<b>Total Subcontractor's Price:</b>					\$

Part C Other Expenses	
Expenses by Types <i>(List them below):</i>	Amount
	\$
	\$
<b>Total Other Expenses:</b>	\$

**Ceiling Price of this Procurement**

<i>Price by Parts</i>	Price
Part A - Vendor's Consultant Price	\$
Part B - Subcontractor's Consultant Price, <i>if applicable</i>	\$
Part C - Total Other Expenses, <i>if applicable</i>	\$
<b>Ceiling Price of the Procurement:</b>	\$

Please provide the following information in accordance to Section 2.2.1 of the Deliverables described in section 1.4.1:

Part A Vendor's Consultant					
Vendor's Legal Name:					
Vendor's Consultants			# Days	Per Diem Rate	Total Cost per Consultant <i>Formula: (# of days) x (Per Diem Rate)</i>
Consultant's Name	Name of Role	Level			
			n/a	\$	n/a
			n/a	\$	n/a
			n/a	\$	n/a
			n/a	\$	n/a
<b>Total Vendor's Consultant(s) Price:</b>					n/a

Will Sub-contractors be used for this procurement? Yes [ ] No [ ] If "Yes" complete Part B

Part B Subcontractor's Consultant(s) Price					
Legal Name of Subcontractor:					
Name(s) of Consultant(s): List them below	Name of Role	Level	# Days	Per Diem Rate	Total Cost per Consultant <i>Formula: (# of days) x (Per Diem Rate)</i>
				n/a	\$
			n/a	\$	n/a
			n/a	\$	n/a
			n/a	\$	n/a
<b>Total Subcontractor's Price:</b>					n/a

**Schedule C – Reference Form**

Each Vendor is requested to provide three references, listing clients who have obtained similar goods or services from the proponent in the last 5 years as those requested in this RFS.

**Reference 1**

<b>Company Name</b>	
<b>Company Address</b>	
<b>Contact Name</b>	
<b>Contact Telephone Number</b>	
<b>Date Work Undertaken</b>	
<b>Nature of Assignment</b>	

**Reference 2**

<b>Company Name</b>	
<b>Company Address</b>	
<b>Contact Name</b>	
<b>Contact Telephone Number</b>	
<b>Date Work Undertaken</b>	
<b>Nature of Assignment</b>	

**Reference 3**

<b>Company Name</b>	
<b>Company Address</b>	
<b>Contact Name</b>	
<b>Contact Telephone Number</b>	
<b>Date Work Undertaken</b>	
<b>Nature of Assignment</b>	