RETURN BIDS TO:
RETOURNER LES SOUMISSIONS À:

Bid Receiving - PWGSC / Réception des soumissions - TPSGC
11 Laurier St./11, rue Laurier
Place du Portage, Phase III
Core 0A1/Noyau 0A1
Gatineau
Québec
K1A 0S5
Bid Fax: (819) 997-9776

REQUEST FOR PROPOSAL
DEMANDE DE PROPOSITION

Proposal To: Public Works and Government Services Canada

We hereby offer to sell to Her Majesty the Queen in right of Canada, in accordance with the terms and conditions set out herein, referred to herein or attached hereto, the goods, services, and construction listed herein and on any attached sheets at the price(s) set out therefor.

Proposition aux: Travaux Publics et Services Gouvernementaux Canada

Nous offrons par la présente de vendre à Sa Majesté la Reine du chef du Canada, aux conditions énoncées ou incluses par référence dans la présente et aux annexes ci-jointes, les biens, services et construction énumérés ici sur toute feuille ci-annexée, au(x) prix indiqué(s).

Comments - Commentaires

Title - Sujet
Project Support Services

Solicitation No. - N° de l'invitation	**Date**
W6369-13DE37/A	2012-11-29

Client Reference No. - N° de référence du client
W6369-13DE37

GETS Reference No. - N° de référence de SEAG
PW-$PSD-002-23376

File No. - N° de dossier	**CCC No./N° CCC - FMS No./N° VME**
002psd.W6369-13DE37	

Solicitation Closes - L'invitation prend fin
at - à 02:00 PM
on - le 2013-01-09

Time Zone
Fuseau horaire
Eastern Standard Time
EST

F.O.B. - F.A.B.
Plant-Usine: ☐ **Destination:** ☐ **Other-Autre:** ☐

Address Enquiries to: - Adresser toutes questions à:	**Buyer Id - Id de l'acheteur**
Drouin, Chris	002psd

Telephone No. - N° de téléphone	**FAX No. - N° de FAX**
(613) 944-5190 ( )	(613) 943-7944

Destination - of Goods, Services, and Construction:
Destination - des biens, services et construction:

Specified Herein
Précisé dans les présentes

Instructions: See Herein

Instructions: Voir aux présentes

Vendor/Firm Name and Address
Raison sociale et adresse du fournisseur/de l'entrepreneur

Delivery Required - Livraison exigée	**Delivery Offered - Livraison proposée**
See Herein	

Vendor/Firm Name and Address
Raison sociale et adresse du fournisseur/de l'entrepreneur

Telephone No. - N° de téléphone
Facsimile No. - N° de télécopieur

Name and title of person authorized to sign on behalf of Vendor/Firm (type or print)
Nom et titre de la personne autorisée à signer au nom du fournisseur/ de l'entrepreneur (taper ou écrire en caractères d'imprimerie)

Signature **Date**

Issuing Office - Bureau de distribution

Alternative Service Delivery/Autres modes de prestation des services
11 Laurier/11 rue Laurier
7C2, Place du Portage Phase III
Gatineau
Québec
K1A 0S5

BID SOLICITATION
FOR
PROJECT MANAGEMENT & ENGINEERING SUPPORT SERVICES (PMESS)
IN SUPPORT OF THE
DIRECTOR GENERAL INFORMATION MANAGEMENT PROJECT DELIVERY (DGIMPD)

TABLE OF CONTENTS

PART 1 – GENERAL INFORMATION
- 1.1 Introduction
- 1.2 Summary
- 1.3 Description of Requirement

PART 2 - BIDDER INSTRUCTIONS
- 2.1 Standard Instructions, Clauses and Conditions
- 2.2 Submission of Bids
- 2.3 Applicable Laws
- 2.4 Improvement of Requirement During Solicitation Period
- 2.5 Basis For Canada's Ownership of Intellectual Property
- 2.6 Volumetric Data

PART 3 - BID PREPARATION INSTRUCTIONS
- 3.1 Bid Preparation Instructions
- 3.2 Section I: Technical Bid
- 3.3 Section II: Financial Bid
- 3.4 Section III: Certifications

PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION
- 4.1 Evaluation Procedures
- 4.2 Technical Evaluation:
- 4.3 Financial Evaluation
- 4.4 Basis of Selection

PART 5 - CERTIFICATIONS
- 5.1 Federal Contractors Program for Employment Equity - Certification
- 5.2 Status and Availability of Resources
- 5.3 Education and Experience

PART 6 - SECURITY, FINANCIAL AND OTHER REQUIREMENTS
- 6.1 Mandatory at Bid Closing - Security Requirement
- 6.2 Financial Capability
- 6.3 Controlled Goods Requirement

PART 7 - RESULTING CONTRACT CLAUSES
- 7.1 Requirement
- 7.2 Task Authorization ("TA")

7.3 Standard Clauses and Conditions
7.4 Security Requirement
7.5 Contract Period
7.6 Authorities
7.7 Payment
7.8 Invoicing Instructions
7.9 Certifications
7.10 Applicable Laws
7.11 Priority of Documents
7.12 Defence Contract
7.13 Foreign Nationals (Canadian Contractor)
7.14 Foreign Nationals (Foreign Contractor)
7.15 Insurance Requirements
7.16 Limitation of Liability - Information Management/Information Technology
7.17 Professional Services - General
7.18 Safeguarding Electronic Media
7.19 Representations and Warranties
7.20 Access to Canada's Property and Facilities
7.21 Government Property
7.22 Non-Disclosure Agreement - A9126C (2010-08-16)

List of Annexes

Annex A Statement of Work
Annex B Basis of Payment
Annex C Evaluation Criteria
Annex D Security Requirements Check List
Annex E Bid Submission Form
Annex F Non Disclosure Agreement

PART 1 - GENERAL INFORMATION

1.1 INTRODUCTION

This document states terms and conditions that apply to bid solicitation # W6369-13-DE37. It is divided into seven parts plus annexes and, if applicable, attachments as follows:

Part 1 General Information: provides a general description of the requirement;

Part 2 Bidder Instructions: provides the instructions, clauses and conditions applicable to the bid solicitation and states that the Bidder agrees to be bound by the clauses and conditions contained in all parts of the bid solicitation;

Part 3 Bid Preparation Instructions: provides bidders with instructions on how to prepare their bid;

Part 4 Evaluation Procedures and Basis of Selection: indicates how the evaluation will be conducted, the evaluation criteria that must be addressed in the bid, if applicable, and the basis of selection;

Part 5 Certifications: includes the certifications to be provided;

Part 6 Security, Financial and Other Requirements: includes specific requirements that must be addressed by bidders; and

Part 7 Resulting Contract Clauses: includes the clauses and conditions that will apply to any resulting contract.

The annexes include the Statement of Work, the Basis of Payment and any other annexes.

1.2 SUMMARY

(a) This bid solicitation is being issued to satisfy the requirement of the Department of National Defence (the “Client”) for Task-Based Informatics Professional Services (TBIPS) under the TBIPS Supply Arrangement (SA) method of supply.

(b) It is intended to result in the award of one contract for an initial contract period of two years, plus three one-year irrevocable options allowing Canada to extend the term of the contract.

(c) There is a security requirement associated with this requirement. For additional information, see Part 6 - Security, Financial and Other Requirements, and Part 7 - Resulting Contract Clauses. Bidders should consult the “Security Requirements on PWGSC Bid Solicitations - Instructions for Bidders” document on the Departmental Standard Procurement Documents (http://www.tpsgc-pwgsc.gc.ca/app-acq/lc-pl/lc-pl-eng.html) Website.

(d) The requirement is subject to the provisions of the World Trade Organization Agreement on Government Procurement (WTO-AGP), the North American Free Trade Agreement (NAFTA), and the Agreement on Internal Trade (AIT).

(e) This procurement is subject to the Controlled Goods Program.

1.3 DESCRIPTION OF REQUIREMENT

The Client's requirement is described in the following documents:

(a) This Bid Solicitation document and its associated annexes and (if applicable) attachments; and

(b) The TBIPS Supply Arrangement EN578-055605/D and its associated Annexes.

PART 2 - BIDDER INSTRUCTIONS

2.1 STANDARD INSTRUCTIONS, CLAUSES AND CONDITIONS

(a) All instructions, clauses and conditions identified in the bid solicitation by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual (http://sacc.pwgsc.gc.ca/sacc/index-e.jsp) issued by Public Works and Government Services Canada (PWGSC).

(b) Bidders who submit a bid agree to be bound by the instructions, clauses and conditions of the bid solicitation and accept the clauses and conditions of the resulting contract.

(c) The 2003 (2010-10-07) Standard Instructions - Goods or Services - Competitive Requirements are incorporated by reference into and form part of the bid solicitation. If there is a conflict between the provisions of 2003 and this document, this document prevails.

(d) Subsection 4.4 of Standard Instructions - Goods or Services - Competitive Requirements 2003 is amended as follows:

(i) Delete: sixty (60) days
(ii) Insert: 120 days

(e) In Section 4 of Standard Instructions - Goods or Services - Competitive Requirements 2003, add Subsection 8 as follows:
8. A bid cannot be assigned or transferred in whole or in part.

2.2 SUBMISSION OF BIDS

(a) Bids must be received by the Contracting Authority identified by the date, time and place indicated on page 1 of that document.

(b) Due to the nature of the bid solicitation, bids transmitted by facsimile or electronic mail will not be accepted.

(c) Enquiries - Bid Solicitation

(i) All enquiries must be submitted in writing to the Contracting Authority no later than three calendar days before the bid closing date, unless otherwise specified in each RFP. Enquiries received after that time may not be answered.

(ii) Bidders should reference as accurately as possible the numbered item of the bid solicitation to which the enquiry relates. Care should be taken by bidders to explain each question in sufficient detail in order to enable Canada to provide an accurate answer. Technical enquiries that are of a “proprietary” nature must be clearly marked “proprietary” at each relevant item. Items identified as proprietary will be treated as such except where Canada determines that the enquiry is not of a proprietary nature. Canada may edit the questions or may request that the Bidder do so, so that the proprietary nature of the question is eliminated, and the enquiry can be answered with copies to all bidders. Enquiries not submitted in a form that can be distributed to all bidders may not be answered by Canada.

2.3 APPLICABLE LAWS

(a) Any resulting contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

(b) A bidder may, at its discretion, substitute the applicable laws of a Canadian province or territory of their choice without affecting the validity of its bid, by deleting the name of the Canadian province or territory specified and inserting the name of the Canadian province or territory of its choice. If no change is made, it acknowledges that the applicable laws specified are acceptable to the Bidder.

Note to Bidders: Bidders are requested to indicate the Canadian province or territory they wish to apply to any resulting contract in their Bid Submission Form.

2.4 IMPROVEMENT OF REQUIREMENT DURING SOLICITATION PERIOD

Should bidders consider that the specifications or Statement of Work contained in the bid solicitation could be improved technically or technologically, bidders are invited to make suggestions, in writing, to the Contracting Authority named in the bid solicitation. Bidders must clearly outline the suggested improvement as well as the reasons for the suggestion. Suggestions that do not restrict the level of competition nor favour a particular bidder will be given consideration provided they are submitted to the Contracting Authority in accordance with the article entitled “Enquiries - Bid Solicitation”. Canada will have the right to accept or reject any or all suggestions.

2.5 BASIS FOR CANADA’S OWNERSHIP OF INTELLECTUAL PROPERTY

Canada has determined that any intellectual property arising from the performance of the Work under the Contract will belong to Canada, on the grounds of national security.

2.6 VOLUMETRIC DATA

The data described in this Request for Proposal has been provided to Bidders to assist them in preparing their bids. The inclusion of this data in this bid solicitation does not represent a commitment by Canada that Canada's future usage of the services identified in this request for proposal will be consistent with this data. It is provided purely for information purposes.

PART 3 - BID PREPARATION INSTRUCTIONS

3.1 BID PREPARATION INSTRUCTIONS

(a) Unless the RFP specifies otherwise, Canada requests that bidders provide their bid in separately bound sections as follows:
- (i) Section I: Technical Bid (4 hard copies and 1 soft copy)
- (ii) Section II: Financial Bid (2 hard copies and 1 soft copy)
- (iii) Section III: Certifications (1 hard copies)

If there is a discrepancy between the wording of the soft copy and the hard copy, the wording of the hard copy will have priority over the wording of the soft copy.

Prices must appear in the Financial Bid only. Prices must not be indicated in any other section of the bid.

(b) Canada requests that bidders follow the format instructions described below in the preparation of their bid:
- (i) use 8.5 x 11 inch (216 mm x 279 mm) paper;
- (ii) use a numbering system that corresponds to the bid solicitation;
- (iii) include a title page at the front of each volume of the bid that includes the title, date, bid solicitation number, bidder's name and address and contact information of its representative; and
- (iv) Include a table of contents.

(c) Green Procurement: In April 2006, Canada issued a policy directing federal departments and agencies to take the necessary steps to incorporate environmental considerations into the procurement process Policy on Green Procurement which can be found at:http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/achats-procurement/politique-policy-eng.html

To assist Canada in reaching its objectives, bidders are encouraged to:

(i) use paper containing fibre certified as originating from a sustainably- managed forest and/or containing minimum 30% recycled content; and,

(ii) use an environmentally-preferable format including black and white printing instead of colour printing, printing double sided/duplex, using staples or clips instead of cerlox, duotangs or binders.

(d) Multiple bids from the same bidder are not permitted in response to this bid solicitation. Each bidder must submit only a single bid. If any bidder submits more than one bid, Canada will choose at its discretion which bid to consider.

3.2 SECTION I: TECHNICAL BID

(a) In their technical bid, bidders will demonstrate their understanding of the requirements contained in the bid solicitation and explain how they will meet these requirements. Bidders will demonstrate their capability in a thorough, concise and clear manner for carrying out the work. The technical bid must address clearly and in sufficient depth the points that are subject to the evaluation criteria against which the bid will be evaluated. Simply repeating the statement contained in the bid solicitation is not sufficient. In order to facilitate the evaluation of the bid, Canada requests that bidders address and present topics in the order of the evaluation criteria under the same headings. To avoid duplication, bidders may refer to different sections of their bids by identifying the specific paragraph and page number where the subject topic has already been addressed.

(b) The technical bid consists of the following:

(i) Bid Submission Form: Bidders are requested to include the Bid Submission Form attached at Annex E of this bid solicitation with their bids. It provides a common form in which bidders can provide information required for evaluation and contract award, such as a contact name, the Bidder's Procurement Business Number, the Bidder's status under the Federal Contractors Program for Employment Equity, etc. Using the form to provide this information is not mandatory, but it is recommended. If Canada determines that the information required by the Bid Submission Form is incomplete or requires correction, Canada will provide the Bidder with an opportunity to do so.

(ii) Security, Financial & Other Requirements: As required by Part 6 of the bid solicitation.

(iii) Résumés for Proposed Resources: Unless specified otherwise in the RFP, the technical bid must include résumés for the resources identified in the bid solicitation that demonstrate that each proposed individual meets the qualification requirements described (including any educational requirements, work experience requirements, and professional designation or membership requirements). With respect to résumés and resources:

(A) No more than one (1) résumé(s) may be submitted per required Category of Personnel.

(B) Proposed resources may be employees of the Bidder or employees of a subcontractor, or these individuals may be independent contractors to whom the Bidder would subcontract a portion of the Work. (refer to Part 5, Certifications). For educational requirements for a particular degree, designation or certificate, the Contracting Authority will only consider educational programs that were successfully completed by the resource by the time of bid closing.

(C) For requirements relating to professional designation or membership, the resource must have the required designation or membership by the time of bid closing and must continue, where applicable, to be a member in good standing of the profession's governing body throughout the evaluation and Contract Period.

(D) For work experience, the Contracting Authority will not consider experience gained as part of an educational programme, except for experience gained through a formal co-operative programme at a post-secondary institution.

(E) For any requirements that specify a particular time period (e.g., 2 years) of work experience, the Contract Authority will disregard any information about experience if the individual's résumé does not include the relevant dates for the experience claimed (i.e., the start date and end date).

(F) For work experience to be considered by the Contracting Authority, the résumé must not simply indicate the title of the individual's position, but must demonstrate that the resource has the required work experience by explaining the responsibilities and work performed by the individual while in that position. The Bidder should provide complete details as to where, when, month and year, and how, through which activities/responsibilities, the stated qualifications/experience were obtained. In situations in which a proposed resource worked at the same time on more than one project, only one project will be counted toward any requirements that relate to the individual's length of experience.

3.3 SECTION II: FINANCIAL BID

(a) Pricing: Bidders must submit their financial bid in accordance with the Basis of Payment provided in Annex "B" of this bid solicitation and Annex "C" to Part A of their Supply Arrangement. The total amount of Goods and Services Tax or Harmonized Sales Tax must be shown separately, if applicable. All prices must be firm prices.

(b) Variation in Professional Services Resource Rates from Year to Year: The Bidder may propose different rates for Categories of Personnel for multi-year contracts, including per diem rates that are higher than the ceiling rate contained within Annex "C" to Part A of their Supply Arrangement. The Bidder's firm per diem rate must not exceed the established ceiling rate for the first year only of any resulting contract.

(c) All Costs to be Included: The financial bid must include all costs for the requirement described in the bid solicitation for the entire Contract Period, including any option years. The identification of all necessary equipment, software, peripherals, cabling and components required to meet the requirements of the bid solicitation and the associated costs of these items is the sole responsibility of the Bidder.

(d) Blank Prices: Bidders are requested to insert "$0.00" for any item for which it does not intend to charge or for items that are already included in other prices set out in the tables. If the Bidder leaves any price blank, Canada will treat the price as "$0.00" for evaluation purposes and may request that the Bidder confirm that the price is, in fact, $0.00. No bidder will be permitted to add or change a price as part of this confirmation. Any bidder who does not confirm that the price for a blank item is $0.00 will be declared non-responsive.

3.4 SECTION III: CERTIFICATIONS

Bidders must submit the certifications required under Part 5.

PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

4.1 EVALUATION PROCEDURES

(a) Bids will be assessed in accordance with the entire requirement of the bid solicitation including the technical and financial evaluation criteria. There are several steps in the evaluation process, which are described below. Even though the evaluation and selection will be conducted in steps, the fact that Canada has proceeded to a later step does not mean that Canada has conclusively determined that the Bidder has successfully passed all the previous steps. Canada may conduct steps of the evaluation in parallel.

(b) An evaluation team composed of representatives of the Client(s) and/or PWGSC will evaluate the bids on behalf of Canada. Canada may hire any independent consultant, or use any Government resources, to evaluate any bid. Not all members of the evaluation team will necessarily participate in all aspects of the evaluation.

(c) In addition to any other time periods established in the bid solicitation:

(i) Requests for Clarifications: If Canada seeks clarification or verification from the Bidder about its bid, the Bidder will have 2 working days (or a longer period if specified in writing by the Contracting Authority) to provide the necessary information to Canada. Failure to meet this deadline will result in the bid being declared non-responsive.

(ii) Requests for Interviews: If Canada wishes to interview the Bidder and/or any or all of the resources proposed by the Bidder to fulfill the requirements of the bid solicitation, the Bidder will have 2 working days (or a longer period if specified in writing by the Contracting Authority) following notice by the Contracting Authority to make any necessary arrangements (at the Bidder's sole cost) for the interview to take place at a location specified by Canada.

(iii) Extension of Time: If additional time is required by the Bidder, the Contracting Authority may grant an extension in his or her sole discretion.

4.2 TECHNICAL EVALUATION

(a) **Mandatory Technical Criteria:**
Each bid will be reviewed for compliance with the mandatory requirements of the bid solicitation. All elements of the bid solicitation that are mandatory requirements are identified specifically with the words "must" or "mandatory". Bids that do not comply with each and every mandatory requirement will be considered non-responsive and be disqualified.

(b) **Point-Rated Technical Criteria:**
Where Point-Rated Technical Criteria are specified in the RFP, each bid will be rated by assigning a score to the rated requirements, which are identified in the bid solicitation by the word "rated" or by reference to a score. Bidders who fail to submit complete bids with all the information requested by this bid solicitation will be rated accordingly. Point-rated evaluation criteria and/or evaluation processes are described in the RFP.

(c) **Resource Qualifications:** The qualifications and experience of the proposed resource(s) will be assessed against the requirements set out in the bid solicitation. Canada may request proof of successful completion of formal training, as well as reference information. The Contracting Authority reserves the right to request references from a Bidder to conduct a reference check to verify the accuracy of the information provided. For each customer reference, the Bidder should provide the name, telephone number and e-mail address (unless this individual does not have an e-mail address) for a contact person. The title of each person is requested but not required. If the named individual is unavailable when required during the evaluation period, the Bidder may provide the name and contact information of an alternate contact from the same customer.

(d) **Reference Checks:** If reference checks are conducted by Canada, they will be conducted in writing by e-mail (unless the contact at the reference is only available by telephone). Canada will send all e-mail reference check requests to contacts supplied by all the Bidders on the same day. Canada will not award any points unless the response is received within 5 working days. Wherever information provided by a reference differs from the information supplied by the Bidder, the information supplied by the reference will be the information evaluated. Points will only be allocated if the reference customer is an outside client of the Bidder itself and not that of an affiliate (for example, the outside client cannot be the customer of an affiliate of the Bidder). Points will not be allocated if the outside client is itself an affiliate or other entity that does not deal at arm's length with the Bidder. Crown references will be accepted.

(e) **Technically Responsive Proposal:** A technically responsive proposal is a proposal that meets each of the mandatory requirements and obtains a minimum score of 65% for the point rated evaluation criteria.

4.3 FINANCIAL EVALUATION

(a) **Calculation of Total Bid Price**

The financial evaluation will be conducted by calculating the Total Bid Price using the pricing tables contained within Annex B – Basis of Payment, that must be completed by the Bidder. The Bidder must provide firm, all inclusive, per diem rates for the Categories of Personnel being proposed in accordance with the bid solicitation, which may include an initial contract period and option periods. . For the first year period of any contract (from date of award) resulting from an RFP against this SA, the applicable firm per diem rates must not exceed those rates specified in Annex "C" - Schedule of Per Diem Rates of the SA Holder's Supply Arrangement for each relevant resource(s). Failure to abide with this condition will result in a proposal being considered non-responsive.

Only the Firm Per Diem Rates of proposals that are technically responsive will be considered.

(b) **Formulas in Pricing Tables**

If the pricing tables provided to bidders include any formulae, Canada may re-input the prices provided by bidders into a fresh table, if Canada believes that the formulae may no longer be functioning properly in the version submitted by a bidder.

(c) **Substantiation of Professional Services Rates**

In Canada's experience, bidders will from time to time propose rates at the time of bidding for one or more categories of resources that they later refuse to honour, on the basis that these rates do not allow them to recover their own costs and/or make a profit. When evaluating the rates for professional services bid, Canada may, but will have no obligation to, require price support for any rates proposed (either for all or for specific resource categories). Examples of price support that Canada would consider satisfactory include:

(i) documentation (such as billing records) that shows that the Bidder has recently provided and invoiced another customer (with whom the Bidder deals at arm's length) for services similar to the services that would be provided by the relevant resource category, where those services were provided for at least one month and the fees charged are equal to or less than the rate offered to Canada (to protect the privacy of the customer, the Bidder may black out the customer's name and personal information on the invoice submitted to Canada);

(ii) a signed contract between the Bidder and an individual qualified (based on the qualifications described in this bid solicitation) to provide services under the relevant resource category, where the amount payable under that contract by the Bidder to the resource is equal to or less than the rate bid for that resource category;

(iii) a signed contract with a subcontractor who will perform the work under any resulting contract, which provides that the required services will be provided at a rate that is equal to or less than the rate bid for the relevant resource category (and where the resource meets all the qualifications described in this bid solicitation); or

(iv) details regarding the salary paid to and benefits provided to the individuals employed by the Bidder qualified (based on the qualifications described in this bid solicitation) to provide services under the relevant resource category, where the amount of compensation, when converted to a per diem or hourly rate (as applicable), is equal to or less than the rate bid for that resource category.

Once Canada requests substantiation of the rates bid for any resource category, it is the sole responsibility of the Bidder to submit information (either the information described in the examples above, or other information that demonstrates that it will be able to recover its own costs based on the rates it has proposed) that will allow Canada to determine whether it can rely, with confidence, on the Bidder's ability to provide the required services at the rates bid, while, at a minimum, recovering its own costs. Where Canada determines that the information provided by the Bidder does not demonstrate the Bidder's ability to recover its own costs in providing the relevant resource, Canada may declare the bid non-compliant, if the rate bid is at least **20%** of or lower than the median price bid by compliant bidders for the first year of the resulting contract for the

relevant resource(s). Only the Firm Per Diem Rates of proposals that are technically responsive will be considered.

4.4 BASIS OF SELECTION

(a) To be declared responsive, a bid must:

(i) comply with all the requirements of the bid solicitation;

(ii) meet all mandatory evaluation criteria specified at Annex "C".

(iii) obtain a minimum technical score of 65% for the poin rated evaluation criteria.

(b) Bids not meeting (i) or (ii) or (iii) will be declared non-responsive.

(c) The responsive bid with the lowest cost per point will be recommended for award of contract. This will be determined by dividing the total bid price by the total points achieved in the evaluation of the bidder's proposal.

(d) Bidders should note that all contract awards are subject to Canada's internal approvals process, which includes a requirement to approve funding in the amount of any proposed contract. Despite the fact that the Bidder may have been recommended for contract award, a contract will only be awarded if internal approval is granted according to Canada's internal policies. If approval is not granted, no contract will be awarded.

(e) If more than one bidder is ranked first because of identical overall scores, then the bidder with the best financial score will become the top-ranked bidder.

(f) Notification of Evaluation Results: All invited SA Holders who respond to a TBIPS RFP will be notified in writing regarding the outcome of the RFP process. This notice will include the following information:

i. Solicitation Number;
ii. Company name of winning bidder;
iii. Total points scored of winning bidder (for multiple resource requirements only)
iv. Total value of contract awarded;
v. Number of responses received by the Contracting Authority;
vi. Total points scored per individual bidder (Note: bidders will only receive their own total points scored and not the score of the other bidders)

NOTE: For this requirement, no résumés are requested at time of bid as only non-core resources will be requested. Résumés must be submitted with each proposal for each Task Authorization and must meet all of the qualifications requirements described in this solicitation.

PART 5 - CERTIFICATIONS

Bidders must provide the required certifications to be awarded a contract. Canada will declare a bid non-responsive if the required certifications are not completed and submitted in accordance with the articles below.

Compliance with the certifications bidders provide to Canada is subject to verification by Canada during the bid evaluation period (before award of a contract) and after award of a contract. The Contracting Authority will have the right to ask for additional information to verify bidders' compliance with the certifications before award of a contract. The bid will be declared non-responsive if any certification made by the Bidder is untrue, whether made knowingly or unknowingly. Failure to comply with the certifications or to comply with the request of the Contracting Authority for additional information will also render the bid non-responsive.

Bidders must submit, at bid closing, the duly completed certifications as part of their bid using the Bid Submission Form attached at Annex E.

5.1 Federal Contractors Program for Employment Equity - Certification

(a) The Federal Contractors Program (FCP) requires that some suppliers, including a supplier who is a member of a joint venture, bidding for federal government contracts, valued at $200,000 or more (including all applicable taxes), make a formal commitment to implement employment equity. This is a condition precedent to contract award. If the Bidder, or, if the Bidder is a joint venture and if any member of the joint venture, is subject to the FCP, evidence of its commitment must be provided before the award of the Contract.

(b) Suppliers who have been declared ineligible contractors by Human Resources and Skills Development Canada (HRSDC) are no longer eligible to receive government contracts over the threshold for solicitation of bids as set out in the Government Contract Regulations. Suppliers may be declared ineligible contractors either as a result of a finding of non-compliance by HRSDC, or following their voluntary withdrawal from the FCP for a reason other than the reduction of their workforce to less than 100 employees. Any bids from ineligible contractors, including a bid from a joint venture that has a member who is an ineligible contractor, will be declared non-responsive.

(c) If the Bidder does not fall within the exceptions enumerated in 3.(a) or (b) below, or does not have a valid certificate number confirming its adherence to the FCP, the Bidder must fax (819-953-8768) a copy of the signed form LAB 1168, Certificate of Commitment to Implement Employment Equity, to the Labour Branch of HRSDC.

The Bidder, or, if the Bidder is a joint venture the member of the joint venture, certifies its status with the FCP, as follows:

The Bidder or the member of the joint venture

(i) ( ) is not subject to the FCP, having a workforce of less than 100 full-time or part-time permanent employees, or temporary employees having worked 12 weeks or more in Canada;

(ii) ( ) is not subject to the FCP, being a regulated employer under the Employment Equity Act, S.C. 1995, c. 44;

(iii) ( ) is subject to the requirements of the FCP, having a workforce of 100 or more full-time or part-time permanent employees, or temporary employees having worked 12 weeks or more in Canada, but has not previously obtained a certificate number from HRSDC (having not bid on requirements of $200,000 or more), in which case a duly signed certificate of commitment is attached;

(iv) ( ) is subject to the FCP, and has a valid certificate number as follows: _____ (e.g. has not been declared an ineligible contractor by HRSDC.)
Further information on the FCP is available on the HRSDC Web site.

Note to Bidders: Bidders are requested to use the Bid Submission Form to provide information about their status under this program. For a joint venture bidder, this information must be provided for each member of the joint venture.

.

5.2 Status and Availability of Resources

(a) By submitting a bid, the Bidder certifies that, should it be awarded a contract as a result of the bid solicitation, every individual proposed in its bid will be available to perform the Work as required by Canada's representatives and at the time specified in the bid solicitation or agreed to with Canada's representatives.

(b) If the Bidder has proposed any individual who is not an employee of the Bidder, by submitting a bid, the Bidder certifies that it has the permission from that individual or his/her employer to propose his/her services in relation to the Work to be performed and to submit his/her résumé to Canada. The Bidder must, upon request from the Contracting Authority, provide a written confirmation, signed by the individual, of the permission given to the Bidder and of his/her availability. Failure to comply with the request may result in the bid being declared non-responsive..

5.3 Education and Experience

(a) The Bidder certifies that all the information provided in the résumés and supporting material submitted with its bid, particularly the information pertaining to education, achievements, experience and work history, has been verified by the Bidder to be true and accurate. Furthermore, the Bidder warrants that every individual proposed by the Bidder for the requirement is capable of performing the Work described in the resulting contract.

(b) All of the resources proposed must meet the minimum experience requirements detailed in the Supply Arrangement for the category of personnel for which they are being

proposed. The SA Holder acknowledges that the Department of Public Works and Government Services Canada reserves the right to verify this certification prior to contract award or during contract performance and that untrue statements may result in the proposal being declared non-responsive or any other action which the Minister may consider appropriate.

Part 6 - SECURITY, FINANCIAL AND OTHER REQUIREMENTS

6.1 MANDATORY AT BID CLOSING - SECURITY REQUIREMENTS

(a) At the date of bid closing, the following conditions must be met:

(i) The Bidder must hold a valid organization security clearance as indicated in Part 7 - Resulting Contract Clauses;

(ii) The Bidder's proposed individuals requiring access to classified or protected information, assets or sensitive work site(s) must each meet the security requirement as indicated in Part 7 - Resulting Contract Clauses; and,

(iii) The Bidder must provide the name of all individuals who will require access to classified or protected information, assets or sensitive work as follows:
(1) Name of individual as it appears on security clearance application
(2) Level of security clearance obtained and expiry date;
(3) Security screening Certificate and Briefing Form file number

(b) For additional information on security requirements, bidders should consult the "Security Requirements for PWGSC Bid Solicitations - Instructions to Bidders" document (http://www.tpsgc-pwgsc.gc.ca/app-acq/lc-pl/lc-pl-eng.html#a31) on the Departmental Standard Procurement Documents Website.

(c) In the case of a joint venture bidder, each member of the joint venture must meet the security requirements.

6.2 FINANCIAL CAPABILITY

(a) SACC Manual clause A9033T (2010-08-16) Financial Capability applies to this requirement with the following amendment:

subsection 3 is hereby deleted and replaced with the following:

“If the Bidder is a subsidiary of another company, then any financial information required by the Contracting Authority in 1(a) to (f) must be provided by each level of parent company, up to and including the ultimate parent company. The financial information of a parent company does not satisfy the requirement for the provision of the financial information of the Bidder; however, if the Bidder is a subsidiary of a company and, in the normal course of business, the required financial information is not generated separately for the subsidiary; the financial information of the parent company must be provided. If Canada determines that the Bidder is not financially capable but the parent company is, or if Canada is unable to perform a separate assessment of the Bidder’s financial capability because its financial information has been combined with its parent’s, Canada may, in its sole discretion, award the contract to the Bidder on the condition that the parent company grant a performance guarantee to Canada.”

(b) In the case of a joint venture bidder, each member of the joint venture bidder, each member of the joint venture must meet the financial capability requirements.

6.3 CONTROLLED GOODS REQUIREMENT

(a) SACC Manual clause A9130T (2008-12-12) Controlled Goods Program

(b) In the case of a joint venture bidder, each member of the joint venture must meet the requirements of the Controlled Goods Program.

PART 7 - RESULTING CONTRACT CLAUSES

The following clauses apply to and form part of any contract resulting from the bid solicitation.

7.1 REQUIREMENT

_____ (the Contractor) agrees to supply to the Client the services described in the Contract, including the Statement of Work, in accordance with and at the prices set out in the Contract. This includes providing professional services, as requested by Canada.

(a) Client (s): includes any Government Department, Departmental Corporation or Agency, or other Crown entity described in the Financial Administration Act (as amended from time to time), and any other party for which the Department of Public Works and Government Services has been authorized to act from time to time under section 16 of the Department of Public Works and Government Services Act.

(b) Reorganization of Client: The Contractor's obligation to perform the Work will not be affected by (and no additional fees will be payable as a result of) the renaming, reorganization, reconfiguration, or restructuring of any Client. The reorganization, reconfiguration and restructuring of the Client includes the privatization of the Client, its merger with another entity, or its dissolution, where that dissolution is followed by the creation of another entity or entities with mandates similar to the original Client.

(c) Defined Terms: Words and expressions defined in the General Conditions or Supplemental General Conditions and used in the Contract have the meanings given to them in the General Conditions or Supplemental General Conditions.

(d) Location of Services: Services must be delivered as requested to the locations specified in the Contract, which delivery locations must exclude any area subject to one of the Comprehensive Land Claim Agreements (CLCAs).

7.2 TASK AUTHORIZATION (TA)

(a) Purpose of TA: All Non-Core services are to be provided under the Contract on an “as-and-when-requested basis” will be ordered by Canada using the Task Authorization (“TA”) process.

(b) Process of Issuing a TA: If a requirement for a specific task is identified, a draft “statement of task” will be prepared by the Client and sent to the Contractor. Once it receives the statement of task, the Contractor must submit a response to the Authority identified in the TA detailing the cost and time to complete the task. The Contractor's response must be based on the rates set out in the Contract. The Contractor will not be paid for providing the response or for providing other information required to prepare and issue the TA. The Contractor must provide any information requested by Canada in relation to the preparation of a TA within three working days of the request, unless otherwise specified.

(c) Approval Process: If Canada approves the Contractor's task response, Canada (by its authorized representative, as described in this contract) will issue the TA by forwarding a signed copy of the final TA form to the Contractor. Whether or not to approve or issue a TA is entirely within Canada's discretion.

(d) Contents of a TA: A Task Authorization must contain the following information, if applicable:

(i) a task number;
(ii) the details of any financial coding to be used;
(iii) the number of resources in each category required;
(iv) a statement of work for the task outlining the activities to be performed and identifying any deliverables;
(v) the duration of the task is to be carried out (start and end dates);
(vi) milestone dates for deliverables and payments (if applicable);
(vii) the number of person-days of effort required;
(viii) the specific work location;
(ix) the price payable to the Contractor for performing the task, with an indication of whether it is a firm price or a maximum TA price (and, for maximum price task authorizations, the TA must indicate how the final amount payable will be determined; where the TA does not indicate how the final amount payable will be determined, the amount payable is the amount, up to the maximum, that the Contractor demonstrates was actually worked on the project, by submitting time sheets filled in at the time of the work by the individual resources to support the charges); and
(x) any other constraints that might affect the completion of the task.

(e) Charges for Work under a TA: The Contractor must not charge Canada anything more than the price set out in the Task Authorization unless Canada has issued a TA amendment authorizing the increased expenditure. Canada will not pay the Contractor for any design changes, modifications or interpretations of the Work unless they have been approved, in writing, by the Contracting Authority before being incorporated into the Work.

(f) Consolidation of TAs for Administrative Purposes: The Contract may be amended from time to time to reflect all Task Authorizations issued and approved by the Contracting Authority to date, to document the Work performed under those TAs for administrative purposes.

(g) Refusal of Task Authorizations: Unless specified otherwise in the RFP, the Contractor is required to submit a response in response to every draft statement of task issued by Canada. Canada may immediately, and without further notice, terminate the Contract for default if the Contractor does not submit a response in response to a draft statement of task issued during the Contract Period.

7.3 STANDARD CLAUSES AND CONDITIONS

All clauses and conditions identified in the Contract by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual (http://sacc.pwgsc.gc.ca/sacc/index-e.jsp) issued by Public Works and Government Services Canada.

(a) General Conditions:
2035 (2010-08-16), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

(b) Supplemental General Conditions :
4006 (2010-08-16), Supplemental General Conditions - Contractor to Own Intellectual Property Rights in Foreground Information apply to and form part of the Contract.

7.4 SECURITY REQUIREMENT

The Security Requirement Check List (SRCL and related clausing), as set out under Annex “D” applies.

7.5 CONTRACT PERIOD

(a) Contract Period: The “Contract Period” is the entire period of time during which the Contractor is obliged to perform the Work, which includes:

(i) The “Initial Contract Period”, which begins on the date the Contract is awarded and ends on 01 February 2015; and
(ii) the period during which the Contract is extended, if Canada chooses to exercise any options set out in the Contract.

(b) Option to Extend the Contract:

(i) The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to 3 additional one-year period(s) under the same terms and conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions set out in the Basis of Payment.

(ii) Canada may exercise this option at any time by sending a written notice to the Contractor at least 10 calendar days before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced, for administrative purposes only, through a contract amendment.

7.6 AUTHORITIES

(a) **Contracting Authority**
The Contracting Authority for the Contract is:
Name: Christian Drouin
Title: Supply Team Leader

Address: 2 Constellation Crescent, Ottawa, ON, K1A 0S5
Telephone: 613-944-5190
E-mail address: Chris.Drouin@tpsgc-pwgsc.gc.ca

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

(b) **Procurement Authority** (To be provided at Contract award)
Title: _____
Organization: _____
Address: _____
Telephone: _____
E-mail address: _____

The Procurement Authority is the representative of the department or agency for who the Work is being carried under the Contract and is responsible for matters concerning the management of Contract cash flow and FAA Section 34 approval and processing all invoices.

(c) **Technical Authority** (To be provided at time of Contract award)
The Technical Authority for this Contract is:
Title: _____
Organization: _____
Address: _____
Telephone: _____
E-mail address: _____

The Technical Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Technical Authority; however, the Technical Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

(d) **Contractor's Representative** (To be provided at time of Contract award)

7.7 PAYMENT

(a) Basis of Payment

(i) **Non-Core Resources**:
Professional Services provided under a Task Authorization with a Fixed Time Rate to a Maximum Price: For professional services requested by Canada, in

accordance with an approved Task Authorization, Canada will pay the Contractor, in arrears, up to the Maximum Price for the TA, for actual time worked and any resulting deliverables in accordance with the firm all-inclusive per diem rates set out in Annex B of this contract, Basis of Payment, GST/HST extra. Partial days will be prorated based on actual hours worked based on a 7.5-hour workday.

Maximum Estimated Cost: $_____

(ii) **Pre-Authorized Travel and Living Expenses:**
Canada will reimburse the Contractor for pre-authorized reasonable and proper travel and living expenses incurred to perform the Work, without any allowance for overhead or profit, and these costs will be reimbursed in accordance with the Treasury Board Travel Directive in effect at the time: http://www.tbs-sct.gc.ca/travel/travel_e.html . All payments are subject to audit by Canada. All travel must be pre-approved by the Technical Authority.
The Contractor will be able to charge for time spent travelling* at the per diem rates set out in the Contract. (*Note: “travelling” is defined as “in-flight time/driving time only” as substantiated through travel receipts).
Time for travel which is more or less than a day shall be prorated based on actual time travelling based on a 7.5 hour workday.

Estimated Cost: $_____

(iiii) **GST/HST:** Estimated Cost: $_____

(iv) **Competitive Award:** The Contractor acknowledges that the Contract has been awarded as a result of a competitive process. No additional charges will be allowed to compensate for errors, oversights, misconceptions or underestimates made by the Contractor when bidding for the Contract.

(v) **Professional Services Rates:** In Canada's experience, bidders from time to time propose rates at the time of bidding for one or more categories of resources that they later refuse to honour, on the basis that these rates do not allow them to recover their own costs and/or make a profit. This denies Canada of the benefit of the awarded contract. If the Contractor refuses, or is unable, to provide an individual with the qualifications described in the Contract within the time described in the Contract (or proposes instead to provide someone from an alternate category at a different rate), whether or not Canada terminates the Contract as a whole, Canada may impose sanctions or take other measures in accordance with the PWGSC Vendor Performance Policy (or equivalent) then in effect, which may include prohibiting the Contractor from bidding on future requirements that include any professional services, or rejecting the Contractor's other bids for professional services requirements on the basis that the Contractor's performance on this or other contracts is sufficiently poor to jeopardize the successful completion of other requirements.

(vi) **Purpose of Estimates:** All estimated costs contained in the Contract are included solely for the administrative purposes of Canada and do not represent a commitment on the part of Canada to purchase services in these amounts. Any commitment to purchase specific amounts or values of services are described elsewhere in the Contract.

(b) Limitation of Expenditure

(i) Canada's total liability to the Contractor under the Contract, inclusive of any revisions, must not exceed the sum indicated on page one (1) of the Contract, Customs duties are excluded and the Goods and Services Tax or Harmonized Sales Tax is extra, if applicable.

(ii) No increase in the total liability of Canada will be authorized or paid to the Contractor unless an increase has been approved, in writing, by the Contracting Authority.

(iii) The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:

(a) it is 75 percent committed, or
(b) 4 months before the Contract expiry date, or
(c) as soon as the Contractor considers that the sum is inadequate for the completion of the Work required, inclusive of any revisions,

whichever comes first.

(iv) If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority, a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

(c) Method of Payment - Monthly

Canada will pay the Contractor on a monthly basis for work performed during the month covered by invoices in accordance with the payment provisions of the Contract if:

(i) accurate and complete invoices and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;

(ii) all such documents have been verified by Canada; and,

(iii) the Work performed has been accepted by Canada.

(d) Time Verification

Time charged and the accuracy of the Contractor's time recording system are subject to verification by Canada, before or after payment is made to the Contractor. If verification is done after payment, the Contract must repay any overpayment, at Canada's request.

(e) No Responsibility to Pay for Work not performed due to Closure of Government Offices:

Where the Contractor, its employees, subcontractors, or agents are providing services on government premises under the Contract and those premises are inaccessible because of the evacuation or closure of government offices, and as a result no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if there had been no evacuation or closure.

If, as a result of any strike or lock-out, the Contractor or its employees, subcontractors or agents cannot obtain access to government premises and, as a result, no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if the Contractor had been able to gain access to the premises.

7.8 INVOICING INSTRUCTIONS

(a) Invoices are to be provided to Canada in accordance with the Method of Payment as follows:

(i) Non-Core Resources: separate invoices are to be created for each active Task Authorization.

(b) The Contractor must submit invoices in accordance with the information required in the General Conditions.

(c) The Contractor's invoice must include a separate line item for each subparagraph in the Basis of Payment provision.

(d) By submitting invoices, the Contractor is certifying that the services have been delivered and that all charges are in accordance with the Basis of Payment provision of the Contract, including any charges for work performed by subcontractors.

(e) The Contractor must provide the original of each invoice to the Procurement Authority, and a copy to the Contracting Authority.

7.9 CERTIFICATIONS

Compliance with the certifications provided by the Contractor in its bid is a condition of the Contract and subject to verification by Canada during the entire Contract Period. If the Contractor does not comply with any certification or it is determined that any certification made by the Contractor in its bid is untrue, whether made knowingly or unknowingly, Canada has the right, under the default provision of the Contract, to terminate the Contract for default.

7.10 APPLICABLE LAWS

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

7.11 PRIORITY OF DOCUMENTS

If there is a discrepancy between the wording of any documents that appear on the following list, the wording of the document that first appears on the list has priority over the wording of any document that appears later on the list:

(a) these Articles of Agreement, including any individual SACC clauses incorporated by reference in these Articles of Agreement;

(b) Supplemental General Conditions 4007 (2010-08-16) - Canada to Own Intellectual Property Rights in Foreground Information;

(c) General Conditions 2035 (2010-08-16);

(d) Annex A -Statement of Work;

(e) Annex B - Basis of Payment;

(f) Annex C - Evaluation Criteria

(g) Annex D - SRCL

(h) the signed Task Authorizations;

(i) Supply Arrangement Number EN578-055605/D/EL (the “Supply Arrangement”)

(j) The Contractor's bid dated _____ not including any provisions in the bid with respect to limitations on liability, and not including any terms and conditions incorporated by reference (including by way of a web link) in the bid.

7.12 DEFENCE CONTRACT

(a) SACC Manual Clause A9006C (2008-05-12) Defence Contract

(b) SACC Manual Clause C2801C (2010-01-11) Priority Rating - Canadian Contractors

7.13 FOREIGN NATIONALS (CANADIAN CONTRACTOR)

(a) SACC Manual clause A2000C (2006-06-16) Foreign Nationals (Canadian Contractor)

7.14 FOREIGN NATIONALS (FOREIGN CONTRACTOR)

(a) SACC Manual clause A2001C (2006-06-16) Foreign Nationals (Foreign Contractor)

7.15 INSURANCE REQUIREMENTS

The Contractor is responsible for deciding if insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any insurance acquired or maintained by the Contractor is at its own expense and for its own benefit and protection. It does not release the Contractor from or reduce its liability under the Contract.

7.16 LIMITATION OF LIABILITY – INFORMATION MANAGEMENT/INFORMATION TECHNOLOGY

1. This section applies despite any other provision of the Contract and replaces the section of the general conditions entitled "Liability". Any reference in this section to damages caused by the Contractor also includes damages caused by its employees, as well as its subcontractors, agents, and representatives, and any of their employees. This section applies regardless of whether the claim is based in contract, tort, or another cause of action. The Contractor is not liable to Canada with respect to the performance of or failure to perform the Contract, except as described in this section and in any section of the Contract pre-establishing any liquidated damages. The Contractor is only liable for indirect, special or consequential damages to the extent described in this section, even if it has been made aware of the potential for those damages.

2. First Party Liability:

(a) The Contractor is fully liable for all damages to Canada, including indirect, special or consequential damages, caused by the Contractor’s performance or failure to perform the Contract that relate to:

  (i) any infringement of intellectual property rights to the extent the Contractor breaches the section of the general conditions entitled “Intellectual Property Infringement and Royalties”;

  (ii) physical injury, including death.

(b) The Contractor is liable for all direct damages caused by the Contractor’s performance or failure to perform the Contract affecting real or tangible personal property owned, possessed, or occupied by Canada.

(c) Each of the Parties is liable for all direct damages resulting from its breach of confidentiality under the Contract. Each of the Parties is also liable for all indirect, special or consequential damages in respect of its unauthorized disclosure of the other Party’s trade secrets (or trade secrets of a third party provided by one Party to another under the Contract) relating to information technology.

(d) The Contractor is liable for all direct damages relating to any encumbrance or claim relating to any portion of the Work for which Canada has made any payment. This does not apply to encumbrances or claims relating to intellectual property rights, which are addressed under (a) above.

(e) The Contractor is also liable for any other direct damages to Canada caused by the Contractor's performance or failure to perform the Contract that relates to:

(i) any breach of the warranty obligations under the Contract, up to the total amount paid by Canada (including any applicable taxes) for the goods and services affected by the breach of warranty; and

(ii) any other direct damages, including all identifiable direct costs to Canada associated with re-procuring the Work from another party if the Contract is terminated by Canada either in whole or in part for default, up to an aggregate maximum for this subparagraph (ii) of the greater of .75 times the total estimated cost (meaning the dollar amount shown on the first page of the Contract in the block titled "Total Estimated Cost" or shown on each call-up, purchase order or other document used to order goods or services under this instrument), or $1,000,000.00.

In any case, the total liability of the Contractor under paragraph (e) will not exceed the total estimated cost (as defined above) for the Contract or $ 1,000,000.00, whichever is more. ((Note: the Limitation of Liability amounts indicated in this Article are based on a Model 1 Risk Assessment in accordance with Treasury Board's Policy on Decision Making in Limiting Contractor Liability in Crown Procurement Contracts The Limitation of Liability amounts may change should a different risk assessment model be required)(see the following website for more information: http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12038&section=text#appB).

(f) If Canada's records or data are harmed as a result of the Contractor's negligence or willful act, the Contractor's only liability is, at the Contractor's own expense, to restore Canada's records and data using the most recent back-up kept by Canada. Canada is responsible for maintaining an adequate back-up of its records and data.

3. Third Party Claims:

(a) Regardless of whether a third party makes its claim against Canada or the Contractor, each Party agrees that it is liable for any damages that it causes to any third party in connection with the Contract as set out in a settlement agreement or as finally determined by a court of competent jurisdiction, where the court determines that the Parties are jointly and severally liable or that one Party is solely and directly liable to the third party. The amount of the liability will be the amount set out in the settlement agreement or determined by the court to have been the Party's portion of the damages to the third party. No settlement agreement is binding on a Party unless its authorized representative has approved the agreement in writing.

(b) If Canada is required, as a result of joint and several liability, to pay a third party in respect of damages caused by the Contractor, the Contractor must reimburse Canada by the amount finally determined by a court of competent jurisdiction to be the Contractor's portion of the damages to the third party. However, despite paragraph (a), with respect to special, indirect, and consequential damages of third parties covered by this section, the Contractor is only liable for reimbursing Canada for the Contractor's portion of those damages that Canada is required by a court to pay to a third party as a result of joint and several liability that relate to the infringement of a third party's intellectual property rights; physical injury of a third party, including death; damages affecting a third party's real or tangible personal property; liens or encumbrances on any portion of the Work; or breach of confidentiality.

(c) The Parties are only liable to one another for damages to third parties to the extent described in this paragraph 3.

7.17 PROFESSIONAL SERVICES - GENERAL

(a) The Contractor must provide professional services on request as specified in this contract. Where in the Contract a specific individual is identified as required to perform the Work, the Contractor must make such person available to perform the work within 10 working days of the issuance of the Contract or the TA (whichever first contains instructions from Canada for that individual to report to the Work site). Where such a specific individual is unavailable to perform the Work, Canada may elect to either (i) exercise its rights or remedies under the Contract or at law (including terminating the Contract for default), or (ii) Canada may require the Contractor to propose the replacement of the specific individual in accordance with the Article titled, "Replacement of Specific Individuals" in the General Conditions 2035. This obligation applies despite any changes that Canada may have made to any hardware, software or any other aspect of the Client's operating environment.

(b) If there must be a change in a resource performing work under the Contract (which must in any case comply with the requirements in the section of the General Conditions entitled "Replacement of Specific Individuals"), the Contractor must make the replacement available for work within 10 working days of the departure of the existing resource (or, if Canada has requested the replacement, within 15 working days of Canada's notice of the requirement for a replacement). A statutory declaration may be requested by the Contracting Authority regarding the reason for replacement.

(c) All resources provided by the Contractor must meet the qualifications described in the Contract (including those relating to previous experience, professional designation, education, and language proficiency) and must be competent to provide the required services by any delivery dates described in the Contract. The resource must be approved by Canada prior to the replacement at the Work site.

(d) The Contractor must monitor its employees to ensure satisfactory performance and that progress of the Work is maintained to Canada's satisfaction. A Contractor

representative will meet with the Project and/or Technical Authority on a regular basis (as specified by Canada) to discuss the performance of its resources and to resolve any issues at hand.

(e) If the Contractor fails to meet any of its obligations under this Article, or fails to deliver any deliverable or complete any task described in the Contract on time, in addition to any other rights or remedies available to Canada under the Contract or the law, Canada may notify the Contractor of the deficiency, in which case the Contractor must submit a written plan to the Technical Authority within 10 working days detailing the actions that the Contractor will undertake to remedy the deficiency. The Contractor must prepare and implement the plan at its own expense.

7.18 SAFEGUARDING ELECTRONIC MEDIA

(a) Before using them on Canada's equipment or sending them to Canada, the Contractor must use a regularly updated product to scan electronically all electronic media used to perform the Work for computer viruses and other coding intended to cause malfunctions. The Contractor must notify Canada if any electronic media used for the Work are found to contain computer viruses or other coding intended to cause malfunctions.

(b) If magnetically recorded information or documentation is damaged or lost while in the Contractor's care or at any time before it is delivered to Canada in accordance with the Contract, including accidental erasure, the Contractor must immediately replace it at its own expense.

7.19 REPRESENTATIONS AND WARRANTIES

The Contractor made statements regarding its and its proposed resources experience and expertise in its bid that resulted in the award of the Contract. The Contractor represents and warrants that all those statements are true and acknowledges that Canada relied on those statements in awarding the Contract. The Contractor also represents and warrants that it has, and all its resources and subcontractors that perform the Work have, and at all times during the Contract Period they will have, the skills, qualifications, expertise and experience necessary to perform and manage the Work in accordance with the Contract, and that the Contractor (and any resources or subcontractors it uses) has previously performed similar services for other customers.

7.20 ACCESS TO CANADA'S PROPERTY AND FACILITIES

Canada's property, facilities, equipment, documentation, and personnel are not automatically available to the Contractor. If the Contractor would like access to any of these, it is responsible for making a request to the Technical Authority. Unless expressly stated in the Contract, Canada has no obligation to provide any of these to the Contractor. If Canada chooses, in its discretion, to make its property, facilities, equipment, documentation or personnel available to the Contractor to perform the Work, Canada may require an adjustment to the Basis of Payment and additional security requirements may apply.

7.21 GOVERNMENT PROPERTY

Canada agrees to make computerized workstations (the "Government Property") available to the contractor. The section of the General Conditions entitled "Government Property" also applies to the use of the Government Property by the Contractor.

7.22 NON DISCLOSURE AGREEMENT –A9126C(2010-08-16)

The Contractor must obtain from its employee(s) or subcontractor(s) the completed and signed non-disclosure agreement, attached at Annex "F", and provide it to the Contracting Authority before they are given access to information by or on behalf of Canada in connection with the Work.

ANNEX A - STATEMENT OF WORK

Project Management and Engineering Support Services (PMESS)

1. INTRODUCTION

1.1. Background

The main objective of the Joint Information and Intelligence Fusion Capability (JIIFC) Project is to provide a Joint Operational-level Battlespace management capability to the Operational Commands. This capability will broaden commanders' shared situational understanding by introducing automation capabilities, where practicable, as part of a single operating environment. The Joint Operational-level Battlespace Management capability will reside on the Classified Network (CNET) and leverage the existing and planned Consolidated Secret Network Infrastructure (CSNI) services.

The Crown requires support to implement the Joint Operational-level Battlespace Management architecture, to integrate available operational information and provide procedures and training on use and support of the capability for operators, administrators and maintainers.

1.2. Project Management Engineering Support Services (PMESS)

This Statement of Work (SOW) describes the services and deliverables to be provided to the JIIFC Project through the use of the existing Task Based Informatics Professional Services (TBIPS) Supply Arrangement.

2. SCOPE

2.1. Requirement

The JIIFC PMESS Contractor, hereinafter referred to as the Contractor, will provide professional services support as outlined in this SOW which will include, but is not limited to:

a. Project Management Support. The Contractor will possess the capability to provide Project Management Support services with emphasis on project scheduling, reporting, risk management, configuration management and requirements management;
b. Technical Support. The Contractor will possess the capability to provide Technical Support Services activities, including but not limited to data conversion support, performing independent verification and validation services for deliverables, reviewing the design, development, installation and testing of solutions; and,
c. Business Transformation Support. The Contractor will possess the capability of providing Business Transformation Support services with emphasis on change management, change readiness and training.

3. REQUIREMENT

3.1. General

In order to provide the JIIFC project with the services specified in this SOW, close co-operation between JIIFC Project Management Staff and the Contractor will be necessary.

3.2. Contract and Task Control

The JIIFC PMESS Contract will comprise of both Core and Non-Core resources. The Core resources will provide day-to-day support to the JIIFC Project Management Office (PMO); the Non-Core Resources will be on an as and when requested basis through the issuance of Task Authorizations.

After obtaining the necessary Task Authorization approvals, all Non-Core Task Authorizations will be released by the Contract Authority. The Technical Authority for this requirement is the JIIFC PM or their designate. The Technical Authority has the authority to co-ordinate the services provided under the Task Authorizations, including the establishment of task priorities.

3.3. Contract Status Reports

The Contractor will submit monthly Contract Status Reports with the monthly invoice to convey the status of the Contract. The Contract Status Reports will be in the Contractor's format and contain the following information:

a. Contract number;
b. Month of report;
c. Description of progress made to date;
d. Significant changes to the Contractor's organization or method of operation;
e. Problem areas affecting the Contract or Task Authorizations, with background and any recommendations for solutions beyond the scope of the Contract;
f. Number of Core Team personnel;
g. Number of Non-Core Team personnel;
h. Number of Active Task Authorizations;
i. Number of New Task Authorizations during the reporting period;
j. Number of closed Task Authorizations during the reporting period;
k. Person days expended for the reporting period and cumulatively for the Contract and for each individual Task Authorization;
l. Details of travel;
m. Contract schedule status;
n. Plans for activities during the following reporting period; and,
o. Name and telephone number of the preparer of the report.

3.4. Progress Review Meetings

The Contractor will conduct periodic, formal Progress Review Meetings to provide mutual understanding of the Contract activities, identify and highlight problem areas, discuss progress and to establish baselines for future planning and action. Progress Review meetings will be convened once every two (2) months; more or less often if requested by the Technical Authority or the Contractor, through the Contract Authority.

The first meeting called the “kick-off meeting”, will be scheduled to take place no later than two (2) weeks after Contract award. The Contractor Project Lead (as outlined in Section 4) will co-ordinate the date and time of the Progress Review meetings, location to be provided by the Department of National Defence (DND). The Contractor will provide the PM JIIFC in writing, at least five (5) working days prior to each meeting, a draft of the meeting agenda. The Contractor will prepare minutes from these meetings which will be approved by the Technical Authority. Both agenda and minutes may be in the Contractor’s format. Other meetings may be convened as deemed necessary by the Contractor, the Technical Authority, Procurement Authority or Contract Authority.

3.5. Administrative Support

The Contractor Project Lead will arrange to have administrative services provided to joint DND-Contractor meetings. The Contractor will provide administrative services, upon request from the Technical Authority, to project-related reviews, briefings and visits including preparation and printing of minutes, agendas, etc.

3.6. Training

The Contractor will ensure the currency of knowledge of their resources and will bear the costs incurred for training. In certain circumstances, contracted resources may require training available only through DND to perform a required task. If DND requires a resource to attend said course, DND will absorb the costs of the training, including tuition. There may be a requirement for some positions to travel to Fort Hood Texas to attend training. Paragraph 10 below identifies the positions and estimated period of travel. Travel will be reimbursed in accordance with Treasury Board directives. *Each case will be considered on its own merit.*

3.7. Security Clearance

All contractors will be cleared to the security levels specified in the Security Requirements Check List (SRCL). It is the responsibility of the Contractor to have an approved Visit Clearance Request (VCR) prior to the start of work, subject to a waiver at the discretion of the Technical Authority.

4. CONTRACTOR PROJECT LEAD

4.1. General

The Contractor will designate a Core resource as an overall point of contact for this Contract, hereinafter called the Contractor Project Lead. The Contractor Project Lead will be the primary interface between the Contractor and the Crown. It is anticipated that approximately 15-20% of the identified resource's time will be spent on the tasks associated with the role of Contractor Project Lead with the remaining 85-80% being specific tasks for the position. The Contractor Project Lead will exercise overall management and supervisory responsibility for all aspects of Contractor work related to this Contract. The Contractor will ensure that the Contractor Project Lead has the authority to manage the PMESS Contract on their behalf. Approval from the Crown is required to change the identified resource.

4.2. Responsibilities of the Contractor Project Lead

The responsibilities of the Contractor Project Lead are as follows, but not limited to:

a. Participate in Senior Management Meetings related to planning future activities;
b. Facilitate the transition of Contracted Resources into and out of the Project, ensuring knowledge transfer between resources; and,
c. Arrange administrative services provided to joint DND-Contractor meetings.

4.3. Implementation Plan

The Contractor will plan, manage, co-ordinate and administer all internal Contractor aspects of this Contract, including the administration of any sub-contractors. The Contractor will utilize an Implementation Plan relating to Contractor activities, responsibilities and resources. Following Contract Award, the Contractor will prepare and provide, for acceptance by the Technical Authority, an overall Implementation Plan that the Contractor will manage throughout the Project lifecycle. The plan shall be prepared in the Contractor's format and contain as a minimum, details under the following sections and subsections:

a. Introduction;
b. Contract Management;

c. Contractor Personnel Management;

    i. Process for obtaining personnel;
    ii. Time frame for obtaining personnel;
    iii. Process for obtaining replacement personnel;
    iv. Time frame for obtaining replacement personnel;

d. Subcontractor Personnel Management:
    i. Process for obtaining subcontractors;
    ii. Time frame for obtaining subcontractors;
    iii. Process for obtaining replacement subcontractors;
    iv. Time frame for obtaining replacement subcontractors;

e. Orientation of new staff;

f. Security Clearances;

g. Visit Clearance Requests;

h. Risk Management;

i. Invoice Processing;

j. Task Authorization Management; and

k. Contract Closure.

5. PROJECT SUPPORT SERVICES RESOURCES

5.1. General

As outlined in Table 1, the resources listed are required over the life of the Contract.

Table 1: Resource Matrix

Core Resources	**Est # of Resources**	**Task Ref**
P.1 Change Management Consultant (Level 3)	1	5.3.2
P.1 Change Management Consultant (Level 3)	1 Required for first 2 years only	5.3.2
P.7 Project Co-ordinator (Level 3)	1	5.3.3
I.1 Data Conversion Specialist (Level 3)	1 Required for first 2 years only	5.3.4
I.6 Network Analyst (Level 2)	1	5.3.5
I.9 System Administrator (Level 2)	1	5.3.6
Non-Core Resources	**Est # of Resources**	**Task Ref**
P.8 Project Leader (Level 3)	1	5.4.2
I.6 Network Analyst (Level 3)	1	5.4.3
G.1 Geomatics Analyst (Level 2)	1	5.4.4
G.6 GIS Infrastructure Architect (Level 2)	1	5.4.5
P.6 Project Administrator (Level 2)	2	5.4.6
A.1 Application/Software Architect (Level 3)	1	5.4.7
I.6 Network Analyst (Level 2)	1	5.4.8
I.7 Platform Analyst (Level 2)	1	5.4.9
I.9 System Administrator (Level 2)	2	5.4.10
P.1 Change Management Consultant (Level 3)	2	5.4.11
P.9 Project Manager (Level 2)	1	5.4.12
P.10 Project Scheduler (Level 2)	1	5.4.13
P.7 Project Co-ordinator (Level 3)	1	5.4.14

A.11 Tester (Level 3)	2	5.4.15
B.9 Courseware Developer (Level 3)	1	5.4.16

5.2. Anticipated Tasks

Table 2: Anticipated Call-up

Resource	Anticipated Time Frame	Task Reference
P.1 Change Management Consultant (Level 3)	Contract Award	5.3.2
P.1 Change Management Consultant (Level 3)	Contract Award. First two years only	5.3.2
P.7 Project Co-ordinator (Level 3)	Contract Award	5.3.3
I.1 Data Conversion Specialist (Level 3)	Contract Award. First two years only	5.3.4
I.6 Network Analyst (Level 2)	Contract Award	5.3.5
I.9 System Administrator (Level 2)	Contract Award	5.3.6
P.8 Project Leader (Level 3)	4 months after Contract Award	5.4.2
I.6 Network Analyst (Level 3)	4 months after Contract Award	5.4.3
G.1 Geomatics Analyst (Level 2)	4 months after Contract Award	5.4.4
G.6 GIS Infrastructure Architect (Level 2)	4 months after Contract Award	5.4.5
P.6 Project Administrator (Level 2)	6 months after Contract Award	5.4.6
A.1 Application/Software Architect (Level 3)	6 months after Contract Award	5.4.7
I.6 Network Analyst (Level 2)	6 months after Contract Award	5.4.8
I.7 Platform Analyst (Level 2)	6 months after Contract Award	5.4.9
I.9 System Administrator (Level 2)	6 months after Contract Award	5.4.10
P.1 Change Management Consultant (Level 3)	1 year after Contract Award	5.4.11
P.9 Project Manager (Level 2)	1 year after Contract Award	5.4.12
P.10 Project Scheduler (Level 2)	1 year after Contract Award	5.4.13
P.7 Project Co-ordinator (Level 3)	1 year after Contract Award	5.4.14
A.11 Tester (Level 3)	1 year after Contract Award	5.4.15
B.9 Courseware Developer (Level 3)	18 months after	5.4.16

	Contract Award	

5.3. Core Resources

5.3.1. The Core resources will be responsible for delivering the services and deliverables outlined below. Core Team Personnel must be available to commence work no later than ten (10) working days following the kick-off meeting, unless otherwise negotiated with Contract Authority.

5.3.2. P.1 Change Management Consultant (Level 3). Note: One (1) of the Change Management Consultants are required for the first two (2) years only. The resource must meet the qualification requirements for the Class and Category. The resource's primary tasks may include but are not limited to the following:

a. Conduct or witness test or trials, and provide written reports of results to the Technical Authority;
b. Provide guidance in change management best practices, tools, methodology and framework;
c. Design and facilitate required workshops to influence change;
d. Coach key stakeholders involved in managing the change;
e. Plan stakeholder analysis;
f. Analyse and develop business "critical success factors";
g. Analyse and develop business processes, process mapping and training;
h. Define business strategy and processes in support of transformation and change management activities;
i. Participate in change impact analysis and change management activities;
j. Prepare documents and presentations and present to various stakeholders, and facilitate meetings and discussions;
k. Assess the communication requirements for stakeholder groups and update / maintain stakeholder analysis;
l. Maintain a Communications Action Plan and activity log responsive to the evolving needs of stakeholder groups;
m. Coordinate and provide updates to Project web site(s);
n. Conduct information sessions and site visits to promote awareness, understanding and support and assess readiness for change;
o. Develop and deliver training;
p. Develop acceptance criteria of the JIIFC Project capability;
q. Develop performance measurement standards of the JIIFC Project capability; and,
r. Develop the re-design and description for DND organizations involved with in-service support.

5.3.3. P.7 Project Co-ordinator (Level 3). The resource must meet the qualification requirements for the Class and Category. The resource's primary tasks may include but are not limited to the following:

a. Design and set up a requirements management database using Dynamic Object-Oriented Requirements System, that will document all aspects of the project requirements to capture, link, trace, analyze and manage a range of information to ensure the project's compliance to specified requirements and standards in an integrated manner;
b. Maintain the Dynamic Object-Oriented Requirements System database and the traceability to requirements documentations (Statement of Requirement, Software Requirements Specification, Delivery Specifications) in an accurate and timely fashion, updating it with all pertinent changes on a regular basis;
c. Establish and maintain requirement baselines identified by the Project. These may include the functional baseline, product baseline and others to be defined. The functional baseline contains the program requirements document, one or more interface requirements documents, functional/performance specifications, and system/segment specifications. The product baseline includes product specifications (hardware and software), technical instruction manuals, version design documents, interface control documents, drawings, and any site-specific directives/instructions, adaptation data, and updates to the baselines;
d. Track change proposals;
e. Manage the change control of the product baseline. This includes co-ordinating and tracking the proposal, justification, evaluation, review, and disposition of proposed changes;
f. Manage Configuration Management Plans;
g. Verify configuration management;
h. Develop and maintain configuration management spreadsheets;
i. Support the testing and inspection of project products and deliverables including maintenance of test database and tracking of test results against requirements;
j. Maintain Quality Control records;
k. Develop and manage a document management system for an Information Management/Information Technology (IM/IT) project;
l. Maintain documentation standards;
m. Manage project document updates and document reviews;
n. Track documents through the review process;
o. Update documentation for team members to review;
p. Establish and maintain the policy for documentation of all products;
q. Review documentation before it is sent externally and/or to the project team;
r. Archive master copies in the appropriate location and ensure version control;
s. Verify document change request form matches the changes being made to the document;
t. Establish and maintain a filing system (electronic and manual) for storage and retrieval of documents;
u. Communicate with project management and data processing professionals, technical users and end users on administrative matters related to the project; and,
v. Review data / software products and documentation for the purpose of quality management /configuration management /data management.

5.3.4. I.1 Data Conversion Specialist (Level 3). Note: The requirement for Data Conversion Specialist is for first two (2) years only. The resource must meet the qualification

requirements for the Class and Category. The resource's primary tasks may include but are not limited to the following:

a. Provide advice to the PMO related to data quality, data manipulation and reporting, data integration;
b. Validate the process and methodology for analyzing and mapping data structures and formats;
c. Review the Data Mediation Interface design and provide comments to the PM on the efficiency and correctness of all database connections;
d. Verify quality and completeness of data transformation at various stages of the data integration process, and that the end results satisfy requirements;
e. Review the Data Mediation Interface testing plans and procedures, attend all design and test readiness reviews, and advise the PMO on review outcomes and issues;
f. Conduct or witness test or trials and provide written reports of results;
g. Establish a strong working relationship with all Subject Matter Experts from source systems, interact effectively with all levels of client personnel, and provide conversion support;
h. Coordinate with operational source system Life Cycle Application Managers/Subject Matter Experts to ensure operational system database schema changes and data access mechanism changes during implementation are known;
i. Collection of information to provide supporting evidence of data conversion issues requiring escalation for resolution;
j. Obtain agreement from the client regarding mapping and business rules;
k. Responsible for problem identification, resolution, and documentation related to data quality, data models, and impact on data governance on DND Source Systems; and,
l. Provide resolution of data conversion issues and problems.

5.3.5. I.6 Network Analyst (Level 2). The resource must meet the qualification requirements for the Class and Category. The resource's primary tasks may include but are not limited to the following:

a. Prepare installation and testing directives for particular technologies.
b. Install and monitor particular facets of technology.
c. Configure and optimize technical installations.
d. Troubleshoot and respond to user problems.
e. Coordinate equipment installation and testing;
f. Prepare installation and testing reports.
g. Install and configure hardware and software;
h. Test hardware and software;
i. Perform configuration management;
j. Execute installation directives; and,
k. Execute testing directives.

5.3.6. I.9 System Administrator (Level 2). The resource must meet the qualification requirements for the Class and Category. The resource's primary tasks may include but are not limited to the following:

a. Prepare installation directives and test plans;
b. Install, monitor, upgrade and maintain operating systems hardware and software;
c. Apply problem solving skills to troubleshoot and resolve technical problems;
d. Perform system administration procedures, such as backup and/or recovery;
e. Perform configuration management; and,
f. Analyse system performance and recommend improvements.

5.4. Non-Core Resources

5.4.1. All non-core resources will be required on an “as and when requested basis” through Task Authorizations. The Task Authorizations will outline the required resources, individual tasks and required deliverables.

5.4.2. P.8 Project Leader (Level 3). The resource must meet the qualification requirements for the Class and Category. The resource’s primary tasks may include but are not limited to the following:

a. Develop detailed plans to support the JIIFC operational test and evaluation through the consecutive stages of planning, conduct, analysis and reporting;
b. Provide fully developed and written scenarios and vignettes;
c. Define the data collection plan and any associated inject or data capture tools that may be required;
d. Conduct the planning, execution and post-event reporting of event planning conferences;
e. Test to ensure that the objectives of the system are met and that the outputs produced are in accordance with client requirements;
f. Plan, design and document exercises and tests to provide data to address specific issues under various conditions ranging from exercises conducted in the laboratory or field to more realistic, free play exercises in an operational environment;
g. Coordinate and schedule all resources for the test to include budget estimates, data collection, test players and controllers, government and nongovernment equipment, communications, and logistical support;
h. Design automated data processing support plans and instrumentation to collect and reduce data associated with the testing of materiel systems, doctrine, tactics, and other concepts;
i. Conduct and control of tests to satisfy the design and testing objectives, reduces data, and writes the test report;
j. Develop detailed military exercise and experimentation event documents including Opening Scenario; Friendly Force Start State; Concepts; Doctrine and Training; Information Technology; Equipment, Supplies and Services, Personnel, Master Events List (MEL), and Master Inject List (MIL)
k. Evaluate test data and integration into information from other resources; and,
l. Assess the performance, utility, military suitability and effectiveness of the system, concept or experiment and prepare a comprehensive evaluation.

Note: A military exercise is defined as "A military maneuver or simulated wartime operation involving planning, preparation, and execution. It is carried out for the purpose of training and evaluation. It may be a combined, joint, or single service exercise, depending on participating organizations.

5.4.3. I.6 Network Analyst (Level 3): The resource must meet the qualification requirements for the Class and Category. The resource's primary tasks may include but are not limited to the following:

a. Prepare installation and testing directives;
b. Manage installation team activities;
c. Coordinate with the client and other representatives for installations and testing;
d. Coordinate equipment installation and testing;
e. Install and monitor hardware and software;
f. Evaluate and test hardware and software products;
g. Configure hardware and software products;
h. Prepare implementation plans;
i. Identify testing approaches and requirements;
j. Prepare testing plans and reports;
k. Define and manage testing resources; and,
l. Document testing data.

5.4.4. G.1 Geomatics Analyst (Level 2). The resource must meet the qualification requirements for the Class and Category. The resource's primary tasks may include but are not limited to the following:

a. Develop and document detailed statements of requirement.
b. Analyze functional requirements to identify information, procedures and decision flows.
c. Evaluates existing procedures and methods, identifies and documents data base content, structure and application sub-systems, and develops data dictionary.
d. Define and document interfaces of manual to automated operations within sub-systems, to external systems and between new and existing systems.
e. Define input/output sources, including a detailed plan for technical design phase, and obtains approval of same.
f. Define and document in detail all system components, their interfaces and operational environment.
g. Design data structures and files, sub-systems and modules, programs, batch, on line, and production monitoring procedures, testing strategy and systems.
h. Document system design, concepts and facilities, presents and obtains approval of detailed system design.
i. Produce an operational system including all forms, manuals, programs, data files and procedures.
j. Provide advice on GIS and Remote Sensing technology and its application.
k. Perform analysis and modeling.
l. Design and implement functional prototypes.

m. Interprets project objectives and creates appropriate data, analysis and output products (maps, reports).
n. Restructure data from various sources and in diverse formats.
o. Create and update metadata.
p. Create and update procedures and standards.
q. Design processes for performing earth observation image processing.
r. Identify testing approaches and requirements.
s. Prepare testing plans and reports.
t. Document testing data.

5.4.5. G.6 GIS Infrastructure Architect (Level 2). The resource must meet the qualification requirements for the Class and Category. The resource's primary tasks may include but are not limited to the following:

a. Designing and developing the infrastructure architecture for the project, in the context of the overall system architecture.
b. Focusing on the standards and technologies for enabling systems performance qualities, such as availability, scalability, recoverability, etc.
c. Evaluating and selecting the system's server hardware, operating system and job control.
d. Balancing the quality issues cost vs. robustness, and hardware architecture.
e. In conjunction with the System Architecture team, sizing the application and selecting the hardware and software configuration.
f. Establishing a process to monitor system performance against requirements.
g. Monitoring and supporting the development of the system's infrastructure to ensure it is compliant with the infrastructure architecture, and refining the infrastructure architecture as required.

5.4.6. P.6 Project Administrator (Level 2). The resource must meet the qualification requirements for the Class and Category. The resource's primary tasks may include but are not limited to the following:

a. Perform project coordination and synchronization tasks;
b. Provide administrative and technical support of a clerical nature as required to the project team;
c. Maintain project documentation and application/system libraries;
d. Track project change requests and additional work requests;
e. Maintain and update relevant project information in manual and/or electronic files. Project information might include such things as project activity schedule, status reports and correspondence;
f. Coordinate project meetings, make arrangements for meetings, provide the agenda;

g. Organize travel arrangements, and logistics for project visits;
h. Control receipt and delivery of all project documentation including the DMS Integrator documentation and data deliverables;
i. Coordinate the delivery of documentation to project OPI;

j. Track and coordinate the delivery of PMO comments to Procurement Authority and/or Contract Authority;
k. Control and account for all configuration managed documentation and data changes in the appropriate repository; and,
l. Use computer tools, aids, system control languages on personal computers, minis, or mainframes to perform work.

5.4.7. A.1 Application/Software Architect (Level 3). The resource must meet the qualification requirements for the Class and Category. The resource's primary tasks may include but are not limited to the following:

a. Verify the JIIFC software system integration process;
b. Apply the software development process in the review of design, development, testing, implementation and operation of technical solutions and development environments;
c. Review software test cases, plans and reports;
d. Design and conduct overall software system testing;
e. Provide advice on known and anticipated software system integration issues; and,
f. Construct representative test data sets.

5.4.8. I.6 Network Analyst (Level 2). The resource must meet the qualification requirements for the Class and Category. The resource's primary tasks may include but are not limited to the following:

a. Prepare installation and testing directives for particular technologies.
b. Install and monitor particular facets of technology.
c. Configure and optimize technical installations.
d. Troubleshoot and respond to user problems.
e. Coordinate equipment installation and testing;
f. Prepare installation and testing reports.
g. Install and configure hardware and software;
h. Test hardware and software;
i. Perform configuration management;
j. Execute installation directives; and,
k. Execute testing directives;

5.4.9. I.7 Platform Analyst (Level 2): The resource must meet the qualification requirements for the Class and Category. The resource's primary tasks may include but are not limited to the following:

a. Define and document interfaces of manual to automated operations within sub-systems, to external systems and between new and existing systems;
b. Design and document in detail all system components, interfaces and operational environment;
c. Document system design, concepts and facilities, present and obtain approval of detailed system designs from PMO;

d. Produce operational system documentation including all forms, manuals, programs, data files and procedures;

5.4.10. I.9 System Administrator (Level 2): The resource must meet the qualification requirements for the Class and Category. The resource's primary tasks may include but are not limited to the following:

a. Prepare installation directives and test plans;
b. Install, monitor, upgrade and maintain operating systems hardware and software;
c. Apply problem solving skills to troubleshoot and resolve technical problems;
d. Perform system administration procedures, such as backup and/or recovery;
e. Perform configuration management; and,
f. Analyse system performance and recommend improvements.

5.4.11. P.1 Change Management Consultant (Level 3). The resource must meet the qualification requirements for the Class and Category. The resource's primary tasks may include but are not limited to the following:

a. Conduct or witness test or trials, and provide written reports of results;
b. Provide guidance in change management best practices, tools, methodology and framework;
c. Design and facilitate required workshops to influence change;
d. Coach key stakeholders involved in managing the change;
e. Perform messaging, planning, and stakeholder analysis;
f. Analyse and develop business "critical success factors";
g. Analyse and develop process development, process mapping and training;
h. Define business strategy and processes in support of transformation and change management activities;
i. Participate in change impact analysis and change management activities;
j. Create documents and presentations and present to various stakeholders, and facilitate meetings and discussions;
k. Assess communication requirements for stakeholder groups and update / maintain stakeholder analysis;
l. Maintain a Communications Action Plan and activity log responsive to the evolving needs of stakeholder groups;
m. Establish and maintain a Project web site;
n. Conduct of information sessions and site visits to promote awareness, understanding and support and assess readiness for change;
o. Perform process development, process mapping and training;
p. Develop and deliver of training;
q. Develop acceptance criteria of the JIIFC Project capability;
r. Develop performance measurement standards of the JIIFC Project capability; and,
s. Develop the re-design and description for in service support.

5.4.12. P.9 Project Manager (Level 2). The resource must meet the qualification requirements for the Class and Category. The resource's primary tasks may include but are not limited to the following:

a. Formulate statements of problems; establish procedures for the development and implementation of significant, new or modified project elements to solve these problems;
b. Report progress of the project on an ongoing basis and at scheduled points in the life cycle;
c. Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems; work with a variety of project management tools;
d. Develop and support project schedules;
e. Establish and maintain baselines for scope and schedule control and development, if necessary, of work-around plans;
f. Establish and maintain processes and procedures required for the conduct of project and resource planning & control, risk assessment and management and the approach for capturing project performance;
g. Develop and maintain Work Breakdown Structures;
h. Produce appropriate reports and identify scheduling and/or dependency issues;
i. Conduct and provide critical path analysis;
j. Schedule co-ordination efforts with internal and external project stakeholders;
k. Identify project risks and overall project risks;
l. Recommend alternative solutions, methodologies and strategies for risk mitigation and management;
m. Produce risk management plans;
n. Prioritize the assignment of risks;
o. Track project change requests; and,
p. Maintain and updates relevant project information in manual and/or electronic files; project information might include such things as project activity schedule, status reports, correspondence.

5.4.13. P.10 Project Scheduler (Level 2). The resource must meet the qualification requirements for the Class and Category. The resource's primary tasks may include but are not limited to the following:

a. Develop and support project schedules;
b. Develop and maintain Work Breakdown Structures;
c. Produce appropriate reports and identify scheduling and/or dependency issues;
d. Conduct and provide critical path analysis; and,
e. Co-ordinate the schedule with internal and external project stakeholders;

5.4.14. P.7 Project Co-ordinator (Level 3). The resource must meet the qualification requirements for the Class and Category. The resource's primary tasks may include but are not limited to the following:

a. Conduct the day-to-day management and maintain and update relevant project information in Dynamic Object-Oriented Requirements System;
b. Communicate with project management and data processing professionals, technical users and end users on administrative matters related to the project;

c. Maintain the Dynamic Object-Oriented Requirements System requirements database in an accurate and timely fashion, updating it with all pertinent changes on a regular basis;
d. Maintain requirements documentation (Statement of Requirement, Software Requirements Specification, Delivery Specifications) in Dynamic Object-Oriented Requirements System format for traceability;
e. Review and provide comments on documentation and data deliverables;
f. Establishment and maintenance of a functional baseline for the product(s) to be developed and deployed. This baseline may include the program requirements document, one or more interface requirements documents, functional/performance specifications, and system/segment specifications;
g. Review, and provide comments on Configuration Management activity and deliverables;
h. Manage requirement change proposal process;
i. Establish the product baseline which includes product specifications (hardware and software), technical instruction manuals, version design documents, interface control documents, drawings, and any site-specific directives/instructions, adaptation data, and updates to the baselines;
j. Manage the product baseline. This includes co-ordinating and tracking the proposal, justification, evaluation, review, planning and scheduling, and disposition of proposed changes; and,
k. Review Quality Management, Configuration Management and Data Management work and products

5.4.15. A.11 Tester (Level 3). The resource must meet the qualification requirements for the Class and Category. The resource's primary tasks may include but are not limited to the following:

a. Test planning and coordination for software and data interfaces other than those developed under the Data Mediation Interface Contract;
b. Management and monitoring of test plans for all levels of testing (for software and data interfaces other than those developed under the Data Mediation Interface Contract);
c. Management of walkthroughs and reviews related to testing and implementation readiness;
d. Status reporting;
e. Verify the validation and verification of functional and performance compliance for software and data interfaces other than those developed under the Data Mediation Interface Contract
f. Attend all design and test readiness reviews and advise Senior System Engineer on review outcomes and issues;
g. Verify the compliance to commitments contained in the test plans;
h. Verify the investigation and resolution of test failures;
i. Develop test scenarios and test scripts;
j. Supervision of testing in accordance with the plan;
k. Establish and operate "interoperability" testing procedures to ensure that the interaction and co-existence of various software elements, which are proposed to be

distributed on the common infrastructure, conform to appropriate departmental standards (e.g. For performance, compatibility, etc.) and have no unforeseen detrimental effects on the shared infrastructure;

l. Review and provide comments to the Crown on the Data Mediation Interface software testing plans and procedures;
m. Witness Data Mediation Interface software testing to ensure test performance and proper verification of interface software functions and performance; and,
n. Document and control change to test configurations. Verify test configurations against test configuration baseline.

5.4.16. B.9 Courseware Developer (Level 3). The resource must meet the qualification requirements for the Class and Category. The resource's primary tasks may include but are not limited to the following:

a. Provide training management advice and guidance;
b. Identify and analyze training needs for all people impacted by the JIIFC project at all levels;
c. Identify and maintain training risks and mitigation activities;
d. Identify, develop, implement and monitor training frameworks, strategy and plans;
e. Update business transformation / change management frameworks, strategy and plans to integrate training frameworks, strategy and plans;
f. Identify, develop, implement and maintain the training tools and templates;
g. Coordinate training courses;
h. Evaluate available training packages;
i. Conduct and assess training, and,
j. Plan, coordinate and conduct handover of training solutions to the Capability Management Organization

6. DELIVERABLES

6.1. Implementation Plan. The Implementation Plan must be submitted no later than 30 days (calendar) following Contract Award.

6.2. Core resources will be responsible for providing the deliverables outlined in Sections 5.3.2 through 5.3.7. The deliverables for the Non-Core Team will be detailed through Task Authorizations.

6.3. As a minimum Quality Assurance, the Contractor is responsible for performing or having performed all inspections and tests necessary to substantiate that the services and/or material provided conform to the specifications and requirements of this SOW and any tasking issued. The schedule of deliverables will be in accordance with the proprieties established by the Technical Authority.

6.4. All reports, deliverables, documentation and services rendered will be subject to inspection and signature (where required) by the Technical Authority or designated representative, evaluated on the basis of suitability, quality and adherence to this SOW

and any resultant tasking. All evaluations will be done within a reasonable time frame, as determined by the Technical Authority, based on the particular deliverable.

7. DND SUPPORT TO THE CONTRACTOR

7.1. In the provision of the required services, the following information, materials and assistance will be provided if available and deemed appropriate by the Technical Authority:

a. All available data and documents such as architectural views, business process models and data, project documentation, technical documentation, previous studies, Standard Operating Procedures and other data deemed for the provision of services under this SOW; and,
b. Other information, data and assistance available and requested by the Contractor.

8. LOCATION OF WORK

8.1. All services will be provided at the JIIFC Project Office located at the Woodline Building, 2 Constellation Crescent, Ottawa, Ontario, K2G 5J9 or another DND location within the National Capital Region (NCR).

8.2. The work will primarily take place within the premises of the JIIFC Project Office located in the National Capital Region at 2 Constellation Crescent, Ottawa.

8.3. The Technical Authority will provide to the Contractor personnel working from within DND premises, the appropriate tools and office automation commercial-off-the-shelf products required by the Contractor for the accomplishment of its tasks.

8.4. DND will make office space and office equipment available for the work performed in the Project Office or Detachments.

8.5. DND will provide on-site equipment/services (CPU, keyboard, monitor, and access to the divisional LAN subject to normal security requirements).

8.6. Furthermore, DND will provide, subject to normal security requirements, and only to the specified contractor personnel, access to identified databases or applications resident on DND computers or networks for the sole purpose of providing the services associated with this Contract. The DND, as its sole discretion, will identify the nature and characteristics of such access.

8.7. All of the above provisions will be on an as required basis, in all cases, and be subject to availability of suitable DND office facilities in the National Capital Region.

8.8. The Contractor is responsible to perform any activities related to obtaining a visit clearance request (VCR) in order for their personnel to gain access to DND office facilities.

9. TRAVEL AND LIVING

9.1. In order to provide the necessary services outlined above, resources identified in the Travel Estimates section must be able to travel within Canada and United States. All travel will require prior approval in writing of the Technical Authority or the authorized representative.

9.2. Contractor personnel will prepare and submit a trip report using the Contractor's format, to the Technical Authority for review and approval, no later than five (5) working days after return from each trip.

9.3. Travel will be reimbursed in accordance with Treasury Board directives.

9.4. Travel within the NCR, will not be reimbursed.

10. TRAVEL ESTIMATES

To assist planning, the following is an estimate only of anticipated travel.

10.1. Change Management Consultant (Level 3)

Table 3: Change Management Consultant (Level 3) Training, Training Surveys and Training Delivery

Location	'2013	'2014	'2015	'2016	'2017
Halifax; Montreal; Toronto; Kingston;	Jan - Mar 2013	Jan - Mar 2014	Jan - Mar 2015	Jan - Mar 2016	Jan - Mar 2017
Edmonton; Winnipeg; Yellow Knife; Victoria;	Apr - Jun 2013	Apr - Jun 2014	Apr - Jun 2015	Apr - Jun 2016	Apr - Jun 2017

Notes:

1. It is estimated that each site will be visited once during the timeframes identified above, for a period of five (5) days (2 days travel time plus 3 days on-site).

2. Only one (1) Change Management Consultant will be required for each trip.

10.2. Change Management Consultant (Level 3)

Table 4: Change Management Consultant (Level 3) Site Visits

Location	Training	Training Surveys/Development	Training Delivery

Fort Hood Texas	Jan - Jun 2013		
Halifax, Montreal, Toronto, Kingston, Edmonton		Jan - Mar 2014	Feb - Apr 2016
Winnipeg, Yellow Knife, Victoria		Apr - Jun 2014	Apr - Jun 2016

Notes:

1.Training. Approximately 2 weeks of training in Fort Hood Texas will be required for the Change Management Consultant #1 during the timeframe identified in the table above.

2.Training Survey/Development. It is estimated that each site will be visited once during the timeframe identified above for a period of three (3) days (including travel time) during the timeframe in the table above.

3. Training delivery. It is estimated that each site will be visited once during the timeframe identified above for a period of five (5) days (2 days travel time plus 3 days on-site).

4. A valid passport and the ability is required to travel to the United States.

10.3. Data Conversion Specialist (Level 3)

Table 5: Data Conversion Specialist (Level 3) Training

Location	Training	Site Surveys	Site Installs	Site Maintenance
Fort Hood Texas	Jan - Aug 2013			

Notes:

1. Training: Approximately 2 weeks of training in Fort Hood Texas will be required for the Data Conversion Specialist during the timeframe identified in the table above.

2. A valid passport and the ability is required to travel to the United States.

10.4. Network Analyst (Level 2)

Table 6: Network Analyst (Level 2) Site Visits

Location	Training	Site Surveys	Site Installs	Site Maintenance
Fort Hood Texas	Jan - Aug 2013			
Halifax, Montreal, Toronto, Kingston, Edmonton,		Jan - Jun 2013	July - Dec 2013	Jan 2014 - Mar 2017

Winnipeg, Yellow Knife, Victoria				

Notes:

1. Training: Approximately 2 weeks of training in Fort Hood Texas will be required for one (1) of the Network Analyst during the timeframe identified in the table above

2. Site Surveys: It is estimated that each site will be visited once during the timeframe identified above, for a period of five (5) days (2 days travel time plus 3 days on-site). One (1) Network Analyst Level 2 will be required to travel for each trip

3. Site Installs: It is estimated that each site will be visited once during the timeframe identified above, for a period of ten (10) days (2 days travel time plus eight (8) days on-site).

4. Site Maintenance: It is estimated that each site will be visited once during the timeframe identified above, for a period of five (5) days (2 days travel time plus 3 days on-site)

5. A valid passport and the ability is required to travel to the United States.

10.5. System Administrator (Level 2)

Table 7 System Administrator (Level 2) Site Visits

Location	Training	Site Surveys	Site Installs	Site Maintenance
Fort Hood Texas	Jan - Aug 2013			
Halifax, Montreal, Toronto, Kingston, Edmonton, Winnipeg, Yellow Knife, Victoria		Jan - Jun 2013	July - Dec 2013	Jan 2014 - Mar 2017

Notes:
1. Training: Approximately 2 weeks of classroom training in Fort Hood Texas will be required for the System Administrators #1 & 2, as well as approximately four (4) weeks practical experience training at location in the US at a location to be determined, during the timeframe identified in the table above. System Administrator # 3 will be trained in the NCR as required.

2. Site Surveys: It is estimated that each site will be visited once during the timeframe identified above, for a period of five (5) days (2 days travel time plus 3 days on-site). One (1) Network Analyst Level 2 will be required to travel for each trip

3. Site Installs: It is estimated that each site will be visited once during the timeframe identified above, for a period of ten (10) days (2 days travel time plus eight (8) days on-site).

4. Site Maintenance: It is estimated that each site will be visited once during the timeframe identified above, for a period of five (5) days (2 days travel time plus 3 days on-site)

5. A valid passport and the ability is required to travel to the United States.

10.6. Project Leader (Level 3)

Table 8: Project Leader (Level 3) Site Visits

Location	Training	Operational Test and Evaluation Planning	Operational Test and Evaluation Preparation
Fort Hood Texas	Jan - Aug 2013		
Halifax, Kingston, Winnipeg	N/A	Sep - Dec 2013	Sep - Dec 2014

Notes:
1. Training. Approximately 2 weeks of training in Fort Hood Texas will be required for the Operational Test and Evaluation Coordinator during the timeframe identified in the table above

2. Operational Test and Evaluation Planning Site Visits. It is estimated that each site will be visited once during the timeframe identified above for a period of five (5) days (2 days travel time plus 3 days on-site).

3. Operational Test and Evaluation Preparation Site Visits. It is estimated that each site will be visited once during the timeframe identified above for a period of five (5) days (2 days travel time plus 3 days on-site).

4. A valid passport and the ability is required to travel to the United States.

11. ACRONYMS

CNET	Classified Network
CSNI	Consolidated Secret Network Infrastructure
DND	Department of National Defence
IM	Information Management
OPI	Officer of Primary Interest
IT	Information Technology
JIIFC	Joint Information and Information Fusion Capability
NCR	National Capital Region
PM	Project Manager
PMESS	Project Management Engineering Support Services
PMO	Project Management Office
PWGSC	Public Works and Government Services Canada
SOW	Statement of Work
SRCL	Security Requirements Check List

TBIPS	Tasked Based Informatics Professional Services
VCR	Visit Clearance Request

Annex A

Statement of Work

DGIMPD

Project Support Services Contract

(PSSC)

TABLE OF CONTENTS

1.0 BACKGROUND ..... **Error! Bookmark not defined.**
1.1 Strategic Context **3**
1.2 DGIMPD **4**
1.3 Purpose **4**
2.0 SCOPE 5
2.1 General **5**
3.0 Contract Management 6
3.1 Contract Administration **6**
3.2 Contract and Task Control **6**
3.3 Contract Status Reports **6**
3.4 Contract Management Meetings **7**
3.5 Training **8**
3.6 Security Clearance/Visit Clearance Request **8**
4.0 RESOURCE REQUIREMENT 9
4.1 General **9**
4.2 Project Manager (Level 3) **10**
4.3 Project Manager (Level 2) **11**
4.4 Project Scheduler (Levels 3, 2, 1) **12**
4.5 Change Management Consultant (Levels 3, 2, 1) **13**
4.6 Risk Management Specialist (Levels 3, 2) **14**
4.7 Quality Assurance Specialist (Levels 3, 2) **14**
4.8 Business Analyst (Level 3) **15**
4.9 Business Analyst (Level 2) **17**
4.10 Business Process Re-engineering (BPR) Consultant (Level 3) **18**
4.11 Business Process Re-engineering (BPR) Consultant (Level 2) **19**
4.12 Business System Analyst (Level 3) **20**
4.13 Business System Analyst (Level 2) **21**
4.14 Network Support Specialist (Levels 3, 2) **22**
4.15 Network Analyst (Levels 3, 2) **23**
4.16 Technical Architect (Level 3) **25**
4.17 Technology Architect (Levels 3, 2) **26**
4.18 Security Specialist (Levels 3, 2) **27**
4.19 Database Analyst / IM Administrator (Levels 3, 2) **28**
4.20 System Analyst (Level 3) **29**
4.21 System Analyst (Levels 2, 1) **30**
4.22 Programmer/Software Developer (Levels 3, 2, 1) **30**
4.23 Tester (Levels 3, 2, 1) **32**
5.0 DELIVERABLES 33
6.0 TRAVEL AND LIVING 39
7.0 LOCATION OF WORK 40

1.0 BACKGROUND

1.1 Strategic Context

The Canada First Defence Strategy (CFDS) and the Departmental Directive 2011-2016 provides the strategic vision for the development of the Canadian Forces (CF) in the 21st Century. At the core of the strategy is to position the force structure of the CF to provide Canada with combat effective, multi-purpose forces at home and abroad to protect Canada and Canadians.

Achieving the goals outlined in the CFDS will in large part be determined by the CF's ability to integrate advanced information technologies with appropriate operational and organizational concepts to achieve improvements in force projection and employment.

Successfully achieving this aim will require attaining operational capability through the delivery of Information Management/Information Technology projects and solutions involving highly complex issues and technology.

The scope of these Information Management / Information Technology (IM/IT) related projects may include the following areas:

- Command and Control;
- Computers;
- Communications;
- Satellite Systems;
- Intelligence;
- Surveillance;
- Computer networks;
- Software applications;
- Data hosting environments;
- Business processes; and,
- Business transformation.

The purpose of the Contract shall be limited to project management consulting and professional services required by the DGIMPD in order to respond in an optimal timeframe to the need to plan, organize, implement, and control activities and projects.

1.2 DGIMPD

Director General - Information Management Project Delivery (DGIMPD) is responsible to provide project management support and oversight of all DND/CF IM projects to ensure the successful delivery of IM and C4ISR solutions to Sponsors, in support of DND/CF mission and objectives.

The DGIMPD projects are managed by a number of different Portfolio Managers within the directorate who are responsible for providing projects with the necessary direction, support and advice to Project Directors (PD), Project Managers (PM) and Project Team Leaders within their portfolios, so that solutions are delivered to the end-users, in a manner that satisfies their assigned aims and objectives as documented in the Statements of Requirements (SOR).

1.3 Purpose

This Statement of Work (SOW) describes the:

- categories of services,
- types of resources,
- deliverables

required of the Contractor and Contractor Designated personnel to be provided as part of the Contract (hereinafter referred to as “the Contract” for the delivery of projects in the portfolio of the DGIMPD group.

All the positions/roles described in this document will be called-up on an “as-and-when-requested” basis through the use of Task Authorizations (DND 626). These Task Authorizations may be called in any of the phases of a project development life cycle: Identification, Options Analysis, Definition, Implementation and transition to In-Service Support.

Details about the required skills set, professional experience and specific deliverables for each task shall be described in the Task Authorizations.

2.0 SCOPE

2.1 General

The PSSC Contractor hereinafter referred to as the Contractor, will provide professional services support on an “as-and-when-requested” basis as outlined in this SOW which will include the capabilities specified below.

- P.9 Project Manager.
- P.10 Project Scheduler.
- P.1 Change Management Consultant.
- P.12 Risk Management Specialist.
- P.11 Quality Assurance Specialist/Analyst.
- B.1 Business Analyst.
- B.5 Business Process Re-engineering (BPR) Consultant.
- B.6 Business System Analyst.
- B.12 Network Support Specialist.
- I.6 Network Analyst.
- I.10 Technical Architect.
- 1.11 Technology Architect.
- I.14 Security Specialist.
- 1.3 Database Analyst/IM Administrator
- A.8 System Analyst.
- A.6 Programmer/Software Developer.
- A.11 Tester.

3.0 Contract Management

3.1 Contract Administration

The Contractor must provide efficient organization, effective control systems, quality assurance and reporting procedures in order to manage risk/issues, meet the performance, cost and schedule requirements, provide data, financial management, contract administration, and report on the progress of the requirements of the Contract and work authorized. The Contractor must provide for the efficient management and administration of the work, ensuring responsiveness to the needs of the Technical Authority and other Authorities identified in the contract.

3.2 Contract and Task Control

Technical Authorities.

a. PSSC Technical Authority. The PSSC Technical Authority will be responsible for the overall technical control of the contract.

b. Task Order Technical Authority. Each Task Authorization will have a DND Technical Authority identified in the Task Authorization.

The PSSC resources described in this document will provide support to a Project Management Office (PMO) on an “as-and-when-requested” basis through the issuance of task authorizations.

After obtaining the necessary internal task authorization approvals, all task authorizations will be coordinated and released by the DND Procurement Authority after approval by the PWGSC Contracting Authority (CA). The Task Order Technical Authority has the authority to plan and control the services provided under the Task Authorizations, including the establishment of task priorities.

3.3 Contract Status Reports

The Contractor will submit monthly Contract Status Reports with the monthly invoice to convey the status of the Contract. The Contract Status Reports will be in the Contractor’s format and contain the following information:

a. Contract number;

b. Month of report;

c. Description of progress made to date;

d. Significant changes to the Contractor’s organization or method of operation;

e. Problem areas affecting the Contract or Task Authorizations, with background and any recommendations for solutions beyond the scope of the Contract;

f. Number of active Task Authorizations;

g. Number of new Task Authorizations during the reporting period;

h. Number of closed Task Authorizations during the reporting period;

i. Financial Summary of the Task Authorizations;

j. Person days expended for the reporting period and cumulatively for the Contract and for each individual Task Authorization;

k. Details of travel;

l. Contract schedule status;

m. Plans for activities during the following reporting period; and,

n. Name and telephone number of the preparer of the report.

3.4 Contract Management Meetings

Meeting Types: The following three types of meetings will be conducted as part of this SOW:

a. Kick-off Meeting: The kick-off meeting will provide an opportunity for the Contractor and the Crown's key personnel to meet. The Contractor must provide a summary of its planning for the completion of work and provision of services. This meeting will also provide the Contractor and the Crown with an opportunity to seek clarification of any matters related to the Project. This meeting will be chaired by the CA. This meeting date will be by agreement between the Contractor and the CA and should be held within one month of Contract award.

b. Progress Review Meetings:

i. The Contractor will conduct periodic Progress Review Meetings to provide mutual understanding of the PSSC activities, identify and highlight problem areas, discuss progress and to establish baselines for future planning and action. Progress Review meetings will be convened at least once every two months; more or less often if in the opinion of the CA or the Contractor.

ii. The Contractor will provide the CA in writing, at least five (5) working days prior to each meeting, a draft of the meeting agenda. The agenda may be in the Contractor's format, however, as a minimum, the agenda must include the following info:

1) Date, time and location of the meeting;
2) List of required attendees;
3) Purpose of the meeting;
4) Approval of the previous meeting's minutes; and,
5) Key issues to be discussed and expected outcome(s).

iii. The Contractor representative will prepare minutes from these meetings which will be approved by the Contracting Authority and the TA. The minutes may be in the Contractor's format, however, as a minimum, the meeting minutes must include the following info:

1) Date, time and purpose of the meeting;
2) List of the attendees by name, title, and organization;
3) List of the absentees;
4) A summary of discussion points by topic;
5) A description of the discussion and all decisions reached;
6) Documentation of all action items and responsibility assignments;
7) Target dates for the completion of all action items; and
8) Date and proposed agenda for the next meeting.

c. Ad-hoc Meetings: Ad-hoc meetings will be convened as necessary to address specific issues or risks as necessary. The requestor of the Ad-hoc Meeting will chair the meeting. Ad-hoc meetings will normally be held in the location of the Task Order Technical Authority. However the location may change upon mutual consent of the Contractor and the Crown and may be held in-person, by teleconference or videoconference.

Location of Meetings: Meetings will normally be held at DND's facility. An alternate location may be determined upon the mutual agreement of the CA and the Contractor. By exception, meetings or reviews may be held by teleconference or videoconference upon mutual agreement by the CA and Contractor.

General Administrative Support: The Contractor must provide administrative services to joint DND-Contractor meetings. The Contractor will provide administrative services, upon request from the PSSC Technical Authority, to project-related reviews, briefings and visits including preparation and printing of minutes.

3.5 Training

The Contractor will ensure the currency of knowledge of their resources and will bear the costs incurred for training. In certain circumstances, contracted resources may require training available only through DND to perform a required task. If DND requires a resource to attend said course, DND will absorb the costs of the training, including tuition. Travel will be reimbursed in accordance with Treasury Board directives.

3.6 Security Clearance/Visit Clearance Request

All contractors will be cleared to the security levels specified in the Security Requirements Check List (SRCL) attached at Annex C of the RFP. It is the responsibility of the PSS Contractor to have an approved Visit Clearance Request (VCR) prior to the start of work.

4.0 RESOURCE REQUIREMENT

4.1 General

All resources listed in table 1 below will be required on an “as-and-when-requested” basis through the issuance of task authorizations (DND 626). These tasks may be issued for work that is limited in scope and is of a fixed duration. Each Task Authorization will outline the required tasks and required deliverables.

The resource experience levels (1, 2 and 3) indicated in table 1 are compliant with the levels and years of experience defined in the TBIPS Supply Arrangement.

The differentiation among the Levels of each resource category is based mainly on the Work Experience defined in the TBIPS Supply Arrangement. For some roles (e.g. Project Manager), the responsibilities are tailored to a specific Level.

TBIPS Project Management Services Class	**Level**
P.9 Project Manager	3, 2
P.10 Project Scheduler	3, 2, 1
P. 1 Change Management Consultant	3, 2, 1
P.12 Risk Management Specialist	3, 2
P.11 Quality Assurance Specialist/Analyst	3, 2
TBIPS Business Services Class	Level
B.1 Business Analyst	3, 2
B.5 Business Process Re-engineering (BPR) Consultant	3, 2
B.6 Business System Analyst	3, 2
B.12 Network Support Specialist	3, 2
IM/IT Services Sub-Class	**Level**
I.6 Network Analyst	3, 2
I.10 Technical Architect	3
I.11 Technology Architect	3, 2
I.14 Security Specialist	3, 2
I.3 Database Analyst/IM Administrator	3, 2
Application Services Sub-Class	**Level**
A.8 System Analyst	3, 2, 1
A.6 Programmer/Software Developer	3, 2, 1
A.11 Tester	3, 2, 1

Table 1 Resources

4.2 P.9 Project Manager (Level 3)

Responsibilities may include but are not limited to:

a. Establishing a process to identify what the project will be responsible to achieve and defining a baseline for performance measurement and control, identify project scope, project goals, in terms of objectives and thresholds and how the project will be evaluated against what was intended (i.e. test and evaluation) and performance measurement;

b. Planning, preparation and verification of key solution scope definition documentation such as the SOR, and project scope definition documentation such as the Project Charter;

c. Managing the project by identifying what resources are required to ensure that the project is developed and is fully operational within the previously agreed time, cost and performance parameters;

d. Developing and maintaining the Work Breakdown Structure (WBS) and documenting project plans, managing and controlling the time, resources and scope according to the priorities of the project; monitoring the progress of various activities, identifying risks and opportunities, managing communication;

e. Coordinating financial estimation aspects, as requested by the Task Authorization TA;

f. Liaising with other stakeholder groups/leads with which the project has dependencies regarding either of the following:

   i. status/progress of various milestones and deliverables,
   ii. business / operational context of the delivered IM / IT capability,
   iii. inter-agencies coordination;

g. Preparing reports (scheduled and ad-hoc either at the request of the PMO or as a result of newly identified risks and opportunities) to provide updates on the progress of the project;

h. Preparing documentation that is compliant with the DND Project Management methodology and Project Approval process;

i. Managing and developing solution evaluation plans, criteria and schedules;

j. Coordinating identification of dependencies and clarification of the boundaries of scope with other projects developed in parallel;

k. Developing and updating the status of the tasks, milestones and deliverables of the project based on information collected from relevant members of the project team and other direct and indirect contributors to the success of the project;

l. Leading other functional staff to define business strategy and processes in support of transformation and change management activities;

m. Proposing organizational realignment (e.g. jobs re-design, organizational re-structuring) as a consequence of the implemented solution;

n. Developing presentations and presenting the information to various stakeholders, and facilitating meetings and discussions among stakeholders of the project team;

o. Coordinating the preparation of communications strategies, plans, stakeholders analysis based on client, public and business environment research, government policy/program priorities, Ministerial priorities, Government of Canada and other horizontal communications priorities, as well as discussions with program managers, communications specialists from Department of National Defence and from Other Government Departments; and

p. Ensuring the documentation of lessons learned.

4.3 P.9 Project Manager (Level 2)

Responsibilities may include but are not limited to:

a. Developing and documenting project plans, managing and controlling the time, resources and scope according to the priorities of the project, monitoring the progress of various activities, identifying risks and opportunities, managing communication;

b. Overseeing work associated with sub-projects within the project, identifying ways to optimize schedules and costs that could contribute to achieving the goals of the entire project and updating/overseeing the updating of the solution delivery plans and schedules;

c. Conducting various financial estimation aspects;

d. Preparing documentation in response to scheduled and unscheduled reporting (either at the request of the Senior PM or as a result of newly identified risks and opportunities) to provide updates on the progress of the project;

e. Preparing documentation (e.g. Statement of Work, Work Breakdown Structure) while ensuring compliance with the DND Project Management methodology;

f. Developing and updating the status of the tasks, milestones and deliverables of the WBS in consultation with all relevant members of the project team and other direct and indirect contributors to the success of the project; and

g. Creating and/or making presentations to various stakeholders, and organizing meetings and discussions among all stakeholders.

4.4 P.10 Project Scheduler (Levels 3, 2, 1)

Note: While the tasks for this role are similar, the distinction among levels is based on years of experience as defined in the TBIPS Supply Arrangement.

Responsibilities may include but are not limited to:

a. Defining, sequencing and estimating duration of activities and developing network diagrams and conducting and providing critical path analysis;

b. Developing and maintaining the WBS and the project schedules, regularly checking for identifying schedule and resource dependency issues and also, opportunities for schedule optimization;

c. Establishing a process to plan, organize, monitor and control the project schedule;

d. Making recommendations to the PM regarding the optimal time to bring personnel onto the project;

e. Scheduling the co-ordination efforts with all project stakeholders: internal and external;

f. Coordinating dependencies with related projects or components contributing to the DND/CF IM/IT development strategy; proactively broadcasting to the PMO of dependent projects any information that might impact the IM/IT capabilities they are responsible for, their schedules, etc;

g. Managing project milestones, task dependencies, task duration, delivery dates, QA reviews/audits/inspections, following-up and reporting on action items;

h. Developing/reviewing substantive cost estimates for the project definition phase and indicative/substantive estimates for the project implementation/closeout phase and transition to in-service support;

i. Identifying organizational and/or project business opportunities for improvement and streamlining of business processes with respect to project costs; and

j. Providing advice to various stakeholders in the development and in the implementation of business improvement processes and programs with respect to cost.

4.5 P.1 Change Management Consultant (Levels 3, 2, 1)

Note: While the tasks for this role are similar, the distinction among levels is based on years of experience as defined in the TBIPS Supply Arrangement

Responsibilities may include but are not limited to:

a. Defining the Change Management procedures, forms, tools and repositories and ensuring adherence to these;

b. Analyzing and defining of business “critical success factors”;

c. Providing expert advice on necessary changes/improvements to the business strategy and to the business processes, in order for the organization to take full advantage of the developed solution;

d. Defining business process changes that are focused, accountable and measurable, using, when appropriate, software tools;

e. Providing advice on how to deploy high-impact business process changes; developing of training material and presenting the information to various stakeholders;

f. Coordinating cross-functional consultations and resolution of various inter-dependencies formalizing the communication with related projects or components contributing to the DND/CF IM/IT development strategy (i.e. proactively broadcasting to the PMO of dependent projects any information that might impact the IM/IT capabilities they are responsible for, their schedules, etc);

g. Providing direction, mentoring and reviewing the solution release policies and procedures; assisting in the planning of controlled software releases;

h. Ensuring proper management of release review, tracking, risk and problem escalation;

i. Overseeing the documentation provided with each release and monitoring the design, build and roll-out of hardware and software releases; and

j. Conducting audits to ensure that the team employs the approved Change Management, Quality Assurance and Risk Management methodologies; proposing changes to these processes when these would benefit the project.

4.6 P.12 Risk Management Specialist (Levels 3, 2)

Note: While the tasks for this role are similar, the distinction among levels is based on years of experience as defined in the TBIPS Supply Arrangement

Responsibilities may include but are not limited to:

a. Developing the Project Profile and Risk Assessment (PPRA) risk management strategies and project Risk Management Plan;

b. Defining the Risk Management procedures (risk identification, assessment, quantification, risk response development and response), forms, tools and repositories and ensuring adherence to these;

c. Managing the implementation of Risk Management Plans to identify, analyze, plan, track and control project risks on a regular basis throughout the project life cycle;

d. Assisting the project in the identification and control of project risks and opportunities including the development of a Risk Register;

e. Coordinating with the PMOs of other interdependent projects and the management of relevant functional groups, the risks that this project may induce in terms of functionality, schedule, etc;

f. Recommending alternative solutions, methodologies and strategies for risk mitigation and management; and

g. Conducting audits to ensure that the team employs the approved Risk Management process and proposing changes when these would benefit the project.

4.7 P.11 Quality Assurance Specialist (Levels 3, 2)

Note: While the tasks for this role are similar, the distinction among levels is based on years of experience as defined in the TBIPS Supply Arrangement.

Responsibilities may include but are not limited to:

a. Developing methodologies and processes for Quality Assurance and/or for Quality Control;

b. Defining Quality Assurance policies, procedures, forms, tools and metrics (all along the solution development) and ensuring adherence to these; this encompasses all activities associated with planning, procurement, production, receipt, storage, implementation, transition to “in-service” support and project close-out;

c. Assisting in and/or conducting Quality Control and Independent Verification and Validation activities to ensure that the solution has no defects and that the developed solution (systems and processes) meet the business requirements;

d. Providing direction, mentoring, reviewing and auditing the application of the QA procedures; and

e. Conducting audits to ensure that the team employs the approved Quality Assurance process; proposing changes to this process when these would benefit the project.

4.8 B.1 Business Analyst (Level 3)

This role requires expertise in Business Requirements Analysis and in effective management of Communications with internal and external stakeholders, and the responsibilities may include but are not limited to:

a. Effectively communicating with the Project Director (PD) staff, with stakeholders throughout DND (e.g. NDHQ, with formation and Unit Offices of Primary Interest (OPI)) and with Other Government Department (OGD) to identify applicable policies and regulations, business rules and requirements;

b. Managing the expectations of the stakeholders (individuals and groups within DND, OGD and public affairs who are affected by the developed solution or who can influence its outcome) and involving them in the development of the solution; researching and preparing communications strategies, plans, researching the most up to date government policy/program priorities and Ministerial priorities;

c. Planning and coordinating media events using the Project Office's kiosk when appropriate. This includes determining the date, location and level of participation. It also includes preparing an agenda along with any supporting brochures and information sheets. In addition, it may also include preparing bilingual articles and notifications for insertion into various Government and/or Departmental magazines or newspapers at a later date;

d. Preparing presentations and proposals for management approval on joint initiatives in consultation with Departmental and Other Government Department public affairs staff for interdepartmental meetings and meetings with the public and industry (i.e. industry day, etc);

e. Coordinating elicitation, selection and analysis of Business Rules;

f. Deriving functional, non-functional and transitional requirements from regulatory, strategic, tactical and user requirements, using the appropriate level of detail to ensure clarity and ease of use to anyone who must base their work on these;

g. Managing requirements throughout the solution development cycle ensuring bidirectional traceability of requirements; more specifically: in forward direction tracing that the needs documented in the SOR are completely addressed in the functional requirements, ensuring that each requirement is implemented in the product and that each requirement is thoroughly tested; in backwards direction ensuring that each functional requirement and system specification can be traced back to its source, and that the source requirements are kept current with design, and test; negotiating changes, ensuring that proper change management process are employed, documenting and keeping updated the traceability matrix,

using corporate tools (e.g. Dynamic Object Orientated Requirements System also called DOORS);

h. Evaluating IT solutions/products/prototypes/trials, in comparing products, documenting the degree of suitability and compliancy to regulations;

i. Defining the constraints and restrictions of the solution;

j. Adhering to the project's change management process by ensuring that the requested changes in requirements are necessary, are compatible with the overall developed solution, and that the PM has sufficient information in support of decision-making;

k. Developing requirements trade-off alternatives in terms of cost, schedule and scope for approval by Operational Requirements Manager (ORM), PD and PM;

l. Ensuring that policy and processes resulting from the intended use of the hardware and software applications are understood, documented, communicated and are compliant with mandated GOC, OGDs and DND policies and procedures;

m. Preparing the requirements development and management portion of the capital cost estimate;

n. Providing advice and assisting in:
   - the development of test scenarios and verification testing of various components of the solution,
   - the planning and execution of the validation of the solution; and

o. Drafting of Programmatic Documents.

4.9 B.1 Business Analyst (Level 2)

This role requires expertise in Business Requirements Analysis and the responsibilities may include but are not limited to:

a. Effectively communicating with the Project Director (PD) staff, with stakeholders throughout DND (e.g. NDHQ, with formation and Unit Offices of Primary Interest (OPI)) and with Other Government Department (OGD) to identify applicable policies and regulations, business rules and requirements;

b. Clearly defining the constraints and restrictions of the solution;

c. Deriving functional, non-functional and transitional requirements from regulatory, strategic, tactical and user requirements, using the appropriate level of detail to ensure clarity and ease of use to anyone who must base their work on these;

d. Documenting the solution requirements and their bi-directional traceability matrix using corporate tools (e.g. DOORS);

e. Evaluating IT solutions/products/prototypes/trials, in comparing products, documenting the degree of suitability and compliancy to regulations;

f. Adhering to the project's change management process by ensuring that the requested changes in requirements are necessary, are compatible with the over-all developed solution, and that the PM has sufficient information in support of decision-making;

g. Developing requirements trade-off alternatives in terms of cost, schedule and scope;

h. Eliciting, selecting, analyzing, categorizing business rules (BR), creating the BR catalogue and modeling conditions and actions;

i. Ensuring that policy and processes resulting from the intended use of the hardware and software applications are understood, documented, communicated and are compliant with mandated GOC, OGDs and DND policies and procedures; and

j. Providing advice and assisting in the following:
   - development of solution verification scenarios and verification testing of various components of the solution,
   - planning and execution of the validation of the solution.

4.10 B.6 Business Process Re-engineering (BPR) Consultant (Level 3)

Responsibilities may include but are not limited to:

a. Performing analysis of the business requirements to identify information, procedures and decision flows with employing use case modeling where found suitable;

b. Developing the “as-is” and the “to-be” state of the business; where being responsible with analyzing and describing/modeling the “as-is” and “to-be” state of the business, identifying candidate business processes and systems for re-design, providing trade-off information and options;

c. Evaluating existing procedures and methods, identifying and documenting items such as database content, structure, application subsystems and developing data dictionary with employing data modeling techniques where found suitable;

d. Identifying/defining and documenting:
   - The interfaces of manual to automated operations within application subsystems, to external subsystems and between new and existing systems,
   - The new and modified automated processes;

e. Identifying candidate business processes for re-design, providing trade-off information and suggesting a recommended course of action to the PMO;

f. Eliciting, selecting, analyzing, categorizing business rules (BR), creating the BR catalogue and modeling conditions and actions;

g. Assisting in the analysis and in the management/validation of BRs;

h. Documenting business process changes using selected departmental methodologies and tools;

i. Developing the project Business Transformation Plan and ensuring alignment with the business strategy of the organization; and

j. Planning, organizing, recommending and managing the project’s business transformation communications’ activities and related communications services and support to inform clients, stakeholders and the public about project initiatives, activities and developments. This includes:

i. Publishing, marketing, and publicity,

ii. Formulation and provision of advice,

iii. Product development,

iv. Issues management,

v. Events management, and

vi. Business Transformation.

4.11 B.5 Business Process Re-engineering (BPR) Consultant (Level 2)

Responsibilities may include but are not limited to:

a. Performing analysis of the business requirements to identify information, procedures and decision flows with employing use case modeling where found suitable;

b. Developing the “as-is” and the “to-be” state of the business; where being responsible with analyzing and describing/modeling the “as-is” and “to-be” state of the business, identifying candidate business processes and systems for re-design, providing trade-off information and options;

c. Evaluating existing procedures and methods, identifying and documenting items such as database content, structure, application subsystems and developing data dictionary with employing data modeling techniques where found suitable;

d. Identifying/defining and documenting:
   - The interfaces of manual to automated operations within application subsystems, to external subsystems and between new and existing systems,
   - The new and modified automated processes;

e. Identifying candidate business processes for re-design, providing trade-off information and suggesting a recommended course of action to the PMO;

f. Eliciting, selecting, analyzing, categorizing business rules (BR), creating the BR catalogue and modeling conditions and actions;

g. Assisting in the implementation phase especially in managing/validating business rules;

h. Documenting business process changes using selected departmental methodologies and tools; and

i. Contributing to the development of the project Developing Business Transformation Plan and ensuring alignment with the business strategy of the organization.

4.12 B.6 Business System Analyst (Level 3)

Responsibilities may include but are not limited to:

a. Determining resource requirements through the two-part process Logistics Support Analysis (LSA) and Logistics Engineering (where supportability influences the design) and Maintenance Planning (where the support requirements are defined);

b. Preparing/reviewing logistic support cost estimates, analysis and alternatives, presenting trade-off information and suggesting the recommended course of action along the various phases and stages of project life cycle;

c. Liaising with other PMO's and departmental groups to ensure proper integration into the overall DND/CF in-service support framework with proper levels of performance, reliability and maintainability;

d. Planning and effectively managing communications with the Project Director (PD) staff, with stakeholders throughout DND (e.g. NDHQ, with formation and Unit Offices of Primary Interest (OPI)) and with Other Government Department (OGD) to identify inter-dependencies and promote/ensure compatibility with other projects;

e. Preparing/reviewing proposals for efficient and effective planning, implementation and control of acquisition of material, services and information, their storage, movement, distribution, maintenance and disposition, effective capital flow, replacement of resources.

f. Documenting the technological environment for the testing of a prototype or product, providing logistic support, proposing acceptance test criteria;

g. Coordinating site surveys prior to the deployment of the solution;

h. Coordinating dependencies with other projects and supporting the usage of the equipment, software products and methodologies largely used within DND;

i. Developing maintenance concepts for systems and equipment and proposing upgrade strategies with ensuring minimal down-time;

j. Physically assembling/overseeing the assembly of complete or partial Technical Data Packages (TDP) and identifying and resolving deficiencies in data packages of systems and equipment;

k. Receiving, logging, taking custody and acknowledging the receipt of TDP which require additions, modifications and/or deletions of technical data;

l. Overseeing the creation, update and validation of TDP lists, that will include:
   (1) Technical publications;
   (2) Specifications;
   (3) Performance test sheets;
   (4) Equipment and system data lists and drawings;
   (5) Repair and overhaul specifications; and
   (6) Other technical descriptors in accordance with Data Technical Descriptions (DTD) and Data Item Descriptions (DID);

m. Collecting, reviewing and updating configuration management data for input into the environmental configuration management information system (e.g. highest security level acceptable for the site (and front end system), characteristics of the connectivity to the network, etc); and

n. Preparing, reviewing and evaluating of training material relevant to the installation, maintenance and usage of the delivered solution.

4.13 B.6 Business System Analyst (Level 2)

This role requires expertise in Integrated Logistics Services and the responsibilities may include but are not limited to:

a. Determining resource requirements through the two-part process LSA (Logistics Support Analysis) and Logistics Engineering (where supportability influences the design) and Maintenance Planning (where the support requirements are defined);

b. Preparing/reviewing logistic support cost estimates, analysis and alternatives, presenting trade-off information and suggesting the recommended course of action along the various phases and stages of project life cycle;

c. Preparing/reviewing proposals for efficient and effective planning, implementation and control of acquisition of material, services and information, their storage, movement, distribution, maintenance and disposition, effective capital flow, replacement of resources.

d. Documenting the technological environment for the testing of a prototype or product, providing logistic support, proposing acceptance test criteria;

e. Coordinating site surveys prior to the deployment of the solution;

f. Coordinating dependencies with other projects and supporting the usage of the equipment, software products and methodologies largely used within DND;

g. Developing maintenance concepts for systems and equipment and proposing upgrade strategies with ensuring minimal down-time;

h. Physically assembling/overseeing the assembly of complete or partial Technical Data Packages (TDP) and identifying and resolving deficiencies in data packages of systems and equipment;

i. Receiving, logging, taking custody and acknowledging the receipt of TDP which require additions, modifications and/or deletions of technical data;

j. Overseeing the creation, update and validation of TDP lists, that will include:
   (a) Technical publications;
   (b) Specifications;
   (c) Performance test sheets;
   (d) Equipment and system data lists and drawings;
   (e) Repair and overhaul specifications; and
   (f) Other technical descriptors in accordance with Data Technical Descriptions (DTD) and Data Item Descriptions (DID);

k. Collecting, reviewing and updating configuration management data for input into the environmental configuration management information system (e.g. highest security level acceptable for the site (and front end system), characteristics of the connectivity to the network, etc); and

l. Preparing, reviewing and evaluating of training material relevant to the installation, maintenance and usage of the delivered solution.

4.14 B.12 Network Support Specialist (Levels 3, 2)

Note: While the tasks for this role are similar, the distinction among levels is based on years of experience as defined in the TBIPS Supply Arrangement.

Responsibilities may include but are not limited to:

a. Performing communication network engineering services work pertaining to:
   i. Traffic analysis,
   ii. Network engineering,
   iii. Network management,
   iv. Behavior modeling,
   v. Optimization,
   vi. Trade-offs;

b. Performing communication systems architecture engineering services work pertaining to:
   i. Communications architecture design and optimization (voice, data, video),
   ii. Data communication protocols and standards, including TCP/IP, Web enabled applications (e.g. email, ftp),
   iii. Physical layer interface between terrestrial networks and the MILSATCOM national entry point;

c. Performing satellite communication engineering services work;

d. Performing communication and information systems security engineering work pertaining to:
    i. Engineering of secure communication networks supporting voice, video and data traffic using wire-line, wireless(radio) and satellite media,
    ii. Security concerns, applicable policies and regulations,
    iii. Military grade network encryption techniques and solutions;

e. Coordinate installation, operation, maintenance of network equipment and resolution of hardware and software problems;

f. Developing, implementing and testing a network recovery plan with ensuring minimal downtime and integrity and security of information; and

g. Ensuring accurate records of logs of users accessing the network; providing recommendations to capability development groups on ways to automate the access control.

4.15 I.6 Network Analyst (Levels 3, 2)

Note: While the tasks for this role are similar, the distinction among levels is based on years of experience as defined in the TBIPS Supply Arrangement.

Responsibilities may include but are not limited to:

a. Analyzing and evaluating alternative technology solutions to meet business problems;

b. Identifying the policies and requirements that are derived out of a particular solution;

c. Ensuring that all aspects of the integration of potential solutions with the existing DND IM/IT Infrastructure have been fully considered, including the preparation of specifications for the integration of systems and equipment;

d. Monitoring industry trends to ensure that proposed solutions fit with government and industry directions for technology;

e. Providing information, direction and support for emerging technologies pertaining to some of the large variety of technologies relevant to DND business and operations;

f. Performing impact analysis of technology changes;

g. Providing support to various components of the IM/IT domain such as:

   i. Communication systems (voice, data, video),
   ii. applications and/or technical support teams in the proper integration of potential solutions with existing infrastructure,
   iii. Reviewing application and program designs or technical infrastructure designs to ensure adherence to standards and to recommend performance improvements,
   iv. Developing product assessment methodologies, evaluations and reports, and
   v. Providing IM/IT architecture design and engineering support;

h. Producing draft technical evaluation plans and evaluation standards;

i. Conducting technical studies to validate and assess options, assess technical risks and evaluate designs;

j. Producing draft specifications of systems, sub-systems, equipment, interfaces or ancillaries;

k. Preparing interface standards and integration plans for the utilization of current and new systems/equipment;

l. Participating in planning meetings relating to the design, application management and support of software sub-systems;

m. Developing and assessing maintenance strategies, plans and support requirements; and

n. Conducting system integration analysis on the organization and on the processes involved with the introduction and provision of ongoing support to IM/IT system.

4.16 I.10 Technical Architect (Level 3)

Responsibilities may include but are not limited to:

a. Developing technical architectures, frameworks and strategies either for an organization or for a major application area or for a family of applications ensuring alignment of the various solution architectures with the enterprise architecture framework;

b. Documenting and applying relevant policies, standards and regulations;

c. Identifying business process changes required by the new or the changed technical architecture;

d. Reviewing and commenting on various systems` architecture;

e. Liaising with technical staff from related projects or departments to ensure solution integrity, performance reliability and maintainability;

f. Ensuring integration of all the aspects of a technical solution such that the design is flexible/adaptive enough to allow ease of substitution of the various components based on new technological advances or new capabilities and additional capacity;

g. Striving to propose changes that will lead to an Open System Architecture that will free the enterprise from a number of technical concerns (e.g. introducing non-proprietary systems) and enabling experts to focus on configuring and extending a system’s capabilities to suit individual or temporary or group requirements;

h. Evaluating hardware and software relative to their ability to support specified requirements and performance and, by determining potential and actual bottlenecks; making relevant recommendations;

i. Promoting a System of Systems approach by identifying new capabilities and data resident in various disparate systems; and

j. Proposing ways to leverage existing systems to build a Service Oriented Architecture that supports the convergence of people, data and functionality.

4.17 I.11 Technology Architect (Levels 3, 2)

Note: While the tasks for this role are similar, the distinction among levels is based on years of experience as defined in the TBIPS Supply Arrangement.

Responsibilities may include but are not limited to:

a. Developing system and solution architectures aligned with the enterprise architecture framework;

b. Identifying applicable standards, protocols, policies and regulations that need to be incorporated in the specific solution architecture;

c. Ensuring integration of all technological aspects in the solution;

d. Reviewing and commenting on various systems' architecture;

e. Performing analysis of the impact of architectural changes to the developed systems (software, hardware, repositories, network) and processes and providing advice and support to the development team and business transformation specialists;

f. Developing trade-off analysis, technology assessments and analysis of proposed solutions or systems' deficiencies.

g. Monitoring industry trends to ensure that the developed architecture complies with the general direction of the government and industry;

h. Advising the project team on emerging technologies and various architectural alternatives to best meet requirements of the solution;

i. Liaising with technical staff from related projects or departments to ensure solution integrity, interface compatibility, performance reliability and maintainability;

j. Analyzing interface standards and integrating requirements for internal and external interfaces;

k. Reviewing existing solutions to ensure adherence to standards and recommend measures to ensure compliance and improve performance; and

l. Attending design, technical and management reviews or meetings in order to advise on progress and potential problems.

4.18 I.14 Security Specialist (Levels 3, 2)

Note: While the tasks for this role are similar, the distinction among levels is based on years of experience as defined in the TBIPS Supply Arrangement

Responsibilities may include but are not limited to:

a. Conducting requirements analysis, option analysis, product evaluations and studies;

b. Preparing proposed modifications to existing IT Security policy in the areas of:
   i. IT Security and assurance;
   ii. Information Infrastructure Protection;
   iii. Multi-level security;
   iv. Cross-Domain Solutions;
   v. Certification and Accreditation;
   vi. Product Evaluation; and,
   vii. Indentify and Access Management

c. Assisting the development of IT Security risk assessment methodologies for the evaluation of potential solutions;

d. Developing Statements of Sensitivity (SoS), Threat Risk Assessments (TRA), Certification and Accreditation (C&A) Plans and Security Plans;

e. Providing Independent Verification and Validation IV&V support to IT Security related activities including:

   i. IT Security audits – including applicable reports, presentations and other documentation; and
   ii. The development and conduct of security-specific tests and exercises.

f. Conducting research of open source material with a view to analyzing trends and emerging technologies;

g. Reviewing existing IT Security policy and identifying any potential problems areas within that policy;

h. Reviewing and making recommendations to the TA regarding Contractor specifications, designs, plans and test documentation for the proposed solution;

i. Developing and/or overseeing the development of security-related test documentation for the proposed solution;

j. Conducting and/or overseeing the conduct of security-related testing and evaluations of the proposed solution;

k. Liaising with Subject Matter Experts within the Communications Security Establishment Canada and DND’s Directorate of Information Management Security to gather information and discuss existing IT Security policy gaps and proposed solutions;

l. Assisting in the planning of the proposed solutions from an IM/IT Security perspective;

m. Participating in the design and execution of vulnerability assessments, penetration tests and security audits; and

n. Outlining options for the Certification and Accreditation of potential solutions to the defined requirements.

4.19 I.3 Database Analyst / IM Administrator (Levels 3, 2)

Note: While the tasks for this role are similar, the distinction among levels is based on years of experience as defined in the TBIPS Supply Arrangement

Responsibilities may include but are not limited to:

a. Defining/updating/maintaining database structures, data dictionaries and conversion specifications and strategies;

b. Identifying requirements for new databases and for improvement to existing ones with promoting:

i. Integration and interoperability of various components of the DND/CF IM/IT framework;
ii. Compliancy with all applicable standards to permit secure information sharing; and
iii. Ease of exchange and exploit Multi-Level Security (MLS) and Multi-Caveat Separation (MCS);

c. Provisioning of comprehensive services related to DND/CF Database Management Systems (DBMS) encompassing:
i. Database analysis, modeling, design, development and maintenance;
ii. Identification or definition of the technical components (server devices, server sub-domains, end-user devices, etc) required to input/capture, store, retrieve, process and present data/information; and
iii. Delivery of an interface between DND/CF's IM/IT environment and the end-user;
iv. Hosting of systems management, information management, applications; and
v. Consultation with the Security Specialist to assure security, integrity and persistence of information.

d. Advising the TA on the opportunities for efficiency or potential issues with the design and administration of information; and

e. Developing procedures to archive, back-up, disaster recovery and protection of information.

4.20 A.8 System Analyst (Level 3)

Responsibilities may include but are not limited to**:**

a. Developing system requirements, feasibility and cost, analyzing and recommending options/alternatives for hardware and software;

b. Analyzing interdependencies with other projects developed in parallel to ensure a unified approach to systems and capability development;

c. Assisting with scripting, software and hardware installs, emergency software patching, root-cause analysis to software/hardware problems;

d. Assisting in customizing/configuring client applications;

e. Developing, reviewing and commenting on technical documentation for system configuration and tune-up;

f. Delivering and setting-up of workstations and servers to end users;

g. Setting-up and coordinating allocation of resources within the testing environment for the project in both prototype demos and during the implementation; assisting in the testing;

h. Reviewing user and maintenance manuals and briefing users in preparation for the deployment of solution at sites belonging to internal and external stakeholders;

i. Raising awareness on emerging technologies that could impact the project’s success;

j. Proposing flexible solutions that are not tied to specific hardware and/or operating systems;

k. Assisting the Business Analyst in developing functional and non-functional requirements;

l. Performing receipt, staging and delivery of equipment with associated Configuration Management processes (including verification and tracking);

m. Reviewing and implementing plans for the roll-out of the solution to various sites; coordinating the operation with relevant parties (Crown employees and contractors);

n. Reporting to the Task Order Technical Authority on progress, new risk conditions, problems encountered, estimated resolution time;

o. Reviewing the documentation regarding the implementation and transition to in-service support of the solution; and

p. Attending design, technical and management reviews in order to advise on potential problems.

4.21 A.8 System Analyst (Levels 2, 1)

Responsibilities may include but are not limited to:

a. Coordinating the deployment of the solution at various locations with the Field Support Coordinator and other stakeholders;

b. Identifying ways to optimize delivery of equipment and installations (in simultaneous roll-out) and assisting the PMO with optimization of schedules and costs;

c. Conducting (deployment) site surveys, identifying specific conditions and risks, and documenting results;

d. Participating in and documenting the implementation and transition to in-service support; reporting on/documenting lessons learnt;

e. Documenting, planning, and coordinating the delivery of required training for the end users and technical support staff, including providing of estimation for budget and personnel;

f. Preparing and reviewing training documentation including on-line training and users guides;

g. Testing workstations and servers;

h. Adhering to the stated quality assurance process methodology to be used during implementation phase; and

i. Performing receipt, staging and delivery of equipment with associated Configuration Management processes (including verification and tracking).

4.22 A.6 Programmer/Software Developer (Levels 3, 2, 1)

Note: While the tasks for this role are similar, the distinction among levels is based on years of experience as defined in the TBIPS Supply Arrangement

Responsibilities may include but are not limited to:

a. Analyzing functional requirements to identify, document and implement database content and structures and application sub-systems in unity with interdependent systems.

b. Enabling vertical and horizontal connectivity and interoperability amongst systems and people with the purpose of optimally sharing data and functional capabilities;

c. Providing advice and developing software systems that ensure technological alignment with government and leading industry direction;

d. Defining, documenting and developing applications and interfaces between components with consideration for robustness and security while enabling connectivity, adaptability and interoperability;

e. Identifying and documenting system specific standards related to programming, documentation, naming conventions and testing, choosing appropriate libraries;

f. Trouble-shooting, testing, evaluating, monitoring and maintaining software, proposing software optimization for higher performance and reliability, increased flexibility and extendibility;

g. Select readily available software programs and libraries and incorporate them appropriately in the developed systems;

h. Developing new software components or updating existing ones to meet functional requirements;

i. Installing software systems in a variety of locations including in laboratories and operational environment;

j. Preparing unit test plans and cases and reporting testing results;

k. Participating in installation and testing of technical solutions;

l. Performing system testing to ensure that specifications and requirements are met, analyzing and recording test data;

m. Maintaining the collaborative software development and testing environment;

n. Testing, executing, reporting on proposed Proof of Concept, Initial Operational Capability and Full Operational Capability technical solutions;

o. Gathering and analyzing data for the conduct of studies to establish the technical and economic feasibility of proposed software, and for the development of functional and system design specifications;

p. Evaluating and making recommendation on the use of Commercial-of-the-shelf, Modified-of-the-shelf and Government-of-the-shelf software;

q. Defining data conversion strategy, documenting conversion specifications and developing systems upgrade strategies ;

r. Participating in technical reviews and audits as appropriate; and

s. Providing realistic information for the project scheduling like duration, effort, and interdependencies among various activities.

4.23 A.11 Tester (Levels 3, 2, 1)

Note: While the tasks for this role are similar, the distinction among levels is based on years of experience as defined in the TBIPS Supply Arrangement

Responsibilities may include but are not limited to:

a. Developing and reviewing test strategies and test plan documents, and planning and coordinating testing activities in various phases of the software development cycle;

b. Establishing software testing procedures for unit, system, systems integration, solution verification, regression testing with emphasis on automating the testing procedures and backup and recovery procedures;

c. Developing and maintaining test scenarios, scripts and libraries;

d. Developing robustness and performance testing plans and executing testing;

e. Identifying/Estimating/Flagging possible effect/impact on interdependent systems and processes and when possible proposing options to address issues;

f. Developing reports on results of testing, reporting problems found during testing using enterprise specific tools;

g. Providing support to software development teams in order to reproduce problems;

h. Prioritizing test cases and coordinate and execute testing; and

i. Demonstrating versatility in testing on various platforms, various operating systems and software applications.

5.0 DELIVERABLES

5.1 General

The Contractor will provide Contract Status Reports as specified in paragraph 3.3.

As a minimum Quality Assurance, the Contractor is responsible for performing or having performed all reviews, inspections and tests necessary to substantiate that the services and/or material provided conform to the specifications and requirements of this SOW and any tasking issued. The schedule of deliverables will be in accordance with the priorities established by the Task Order Technical Authority.

The resources will be responsible for providing the deliverables resulting from each of the tasks as they are outlined in Sections 4.2 through 4.23 as specified in the paragraphs that follow. The format of these deliverables will be in accordance with DND standards, if applicable, to be specified by the Task Order Technical Authority.

All the project required deliverables including plans, reports and processes developed and/or updated by the Contractor personnel in both printed and electronic formats will be for the review, approval and signature (where required) of the Task Order Technical Authority.

The Contractor must submit all deliverables specified within the Task Authorization to the Task Order Technical Authority. Drafts of the deliverables, if applicable, must be forwarded to the Task Order Technical Authority for review and acceptance. The Task Order Technical Authority will review and provide comments on all deliverables. The Contractor must then resubmit the revised deliverables within ten (10) working days of receipt of the Task Order Technical Authority's comments.

Should any report, document, or service not be in accordance with the requirements of the applicable task authorization and to the satisfaction of the Task Order Technical Authority, as submitted, the Task Order Technical Authority will have the right to reject it or to require its correction at the sole expense of the Contractor before recommending payment.

5.2 Expected Resource Deliverables

The paragraphs that follow define a minimum set of expected deliverables that each category of resource might have to produce. As mentioned above, specific deliverable requirements will be identified within the applicable Task Authorization.

5.2.1 P.9 Project Manager (Level 3)

Deliverables for the Project Manager (Level 3) may include, but are not limited to:

a. Project Charter;
b. Project Plan;
c. WBS and WBS dictionary;
d. Communication Plan;
e. Project Status Report;
f. Roles and responsibilities matrix;
g. Presentations regarding various aspects of the project;
h. Issue Tracking Database/Repository;
i. Lessons learned documentation;
j. Risk Management Plan and risk assessment schedule;
k. Repository for all the current project documents and archives for older versions;
l. Documentation on the analysis and evaluation of the prototype solutions;
m. Documentation of alternatives for procurement of equipment.

5.2.2 P.9 Project Manager (Level 2)

Deliverables for the Project Manager (Level 2) may include, but are not limited to:

a. Project plans and reports on status/issues with implementation of the solution throughout DND;
b. Documentation/reports of the Implementation/roll-out of the solution to a location/site/enclave including:
    1. Financial estimation reports;
    2. Communication Plan;
    3. Roles and responsibilities matrix;
    4. WBS and WBS Dictionary;
    5. Presentations regarding the scope and site specifics solution roll-out;
    6. Issue tracking Database/Repository;
    7. Lessons learned documentation;
    8. Risk Management plan/reports;
    9. Procurement status and options.

5.2.3 P.10 Project Scheduler (Levels 3, 2, 1)

Deliverables for the Project Scheduler may include, but are not limited to:

a. Project network diagram(s);
b. WBS and WBS dictionary;
c. Project Schedules and updates;
d. Notifications to the Task Authorization Technical Authority regarding: schedule slip, resource conflicts and optimization opportunities;
e. Reports/proposals for the improvement of certain business processes.

5.2.4 P.1 Change Management Consultant (Levels 3, 2, 1)

Deliverables for the Change Management Consultant may include, but are not limited to:

a. Documentation of the Change Management procedures, templates, forms, repository relevant to project management;
b. Documentation of the “critical success factors”
c. Documentation of the releases;
d. Audit reports.

5.2.5 P.12 Risk Management Specialist (Levels 3, 2)

Deliverables for the Risk Management Specialist may include, but are not limited to:

a. Documentation of the Risk Management procedures, plans, templates, forms, and Risk Register relevant to project management;
b. Reports.

5.2.6 P.11 Quality Assurance Specialist/Analyst (Levels 3, 2)

Deliverables for the Quality Assurance Specialist/Analyst may include, but are not limited to:

a. Documentation of the Quality Assurance procedures, templates, forms, repository relevant to project management;
b. Quality Assurance Plan;
c. Reports.

5.2.7 B.1 Business Analyst (Levels 3, 2)

Deliverables for the Business Analyst may include, but are not limited to:

a. Business Rules Catalogue and decision tables to model conditions and actions;
b. Business Requirements Document;
c. Requirements traceability matrix;
d. Solution validation plan and associated documents (e.g. client surveys, feedback, etc);
e. Solution validation result;
f. Documentation of the Risk Management procedures, repository relevant to requirements gathering and analysis;
g. Lessons learned documentation.

5.2.8 B.5 Business Process Re-engineering Consultant (Levels 3, 2)

Deliverables for the Business Process Re-engineering Consultant may include, but are not limited to:

a. Use case models;
b. Data models and structures;
c. Decision flow models;
d. Documentation of the “as-is” and “to-be” states of the business;
e. Business Transformation Plan proposal.

5.2.9 B.6 Business System Analyst (Levels 3, 2)

Deliverables for the Business System Analyst may include, but are not limited to:

a. Documentation for logistic support cost estimate and analysis, feasibility studies, planning and risks and recommendations to the project management team for the course of action;
b. Models for logistic support alternatives;
c. Site survey reports and reports on the existing DND IM/IT infrastructure;
d. Documentation of the prototype demo environment;
e. TDPs;
f. Planning information regarding the preparation of the prototype testing environment or of a deployment site;
g. Analyzing the result of the prototype demos, comparing solutions;
h. Logs of the relevant events and incidents;
i. Documentation for site configuration management specific data; and
j. Documentation for installation, maintenance and usage of the developed solution.

5.2.10 B.12 Network Support Specialist (Levels 3, 2)

Deliverables for the Network Analyst may include, but are not limited to:

a. Various network performance analysis documents;
b. Guidelines for network access monitoring and maintenance;
c. Network disaster recovery plans.

5.2.11 I.6 Network Analyst (Levels 3, 2)

Deliverables for the Network Analyst may include, but are not limited to:

a. Technical evaluation plan and reports of hardware and software systems;
b. Documentation for product assessment methodologies;
c. Reports on industry trends in new technologies and concepts of operation;
d. Reports on network configuration;
e. Network performance reports and optimization proposals.

5.2.12 I.10 Technical Architect (Level 3)

Deliverables for the Technical Architect may include, but are not limited to:

a. Architecture models, descriptions, documentation;
b. Solution architecture presentations;
c. Documentation regarding the inventory of the investigated systems, capabilities, people roles;
d. System of Systems approach architecture evolution proposals;
e. Architecture evolution proposals demonstrating an Open System Architecture approach (research papers with relevant options included);
f. Architecture evolution proposals demonstrating a Service Oriented Architecture approach;
g. Technical research papers and recommendations.

5.2.13 I.11 Technology Architect (Levels 3, 2)

Deliverables for the Technology Architect may include, but are not limited to:

a. Technology architecture models, descriptions, documentation;
b. Technology research papers and formal solution recommendations;
c. Solution and/or system technology architecture documentation and presentations.

5.2.14 I.14 Security Specialist (Levels 3, 2)

Deliverables for the Security Specialist may include, but are not limited to:

a. Requirements analysis, option analysis, product evaluations and studies;
b. Proposed modifications to existing IT Security policy in the areas of:
   - IT Security and assurance;
   - Information Infrastructure Protection;
   - Multi-Level Security;
   - Cross-Domain Solutions;
   - Certification and Accreditation; and
   - Product Evaluation;
c. IT Security risk assessment methodologies;
d. IT Security audit reports, presentations and other documentation;
e. Security-specific test plans, procedures and reports;
f. Analysis reports regarding security trends and emerging technologies;
g. Recommendations to the TA regarding existing IT Security policy and procedures, contractor specifications, designs, plans and test documentation for the proposed solution; and
h. Options analysis reports regarding the Certification and Accreditation of potential solutions.

5.2.15 I.3 Database Analyst / IM Administrator (Levels 3, 2)

Deliverables for the Database Analyst / IM Administrator may include, but are not limited to:

a. Database and Data Requirements Analysis modelling and design documentation;
b. Database conversion methodology and procedures;
c. Data Dictionaries;
d. Options Analysis for various technical components: Servers, technology platforms, end-user platforms;
e. Recovery and back-up procedures.

5.2.16 A.8 System Analyst (Level 3)

Deliverables for the System Analyst may include, but are not limited to:

a. Technical architectures;
b. Technical specifications;
c. Implementation strategies;
d. Technical infrastructure descriptions/site surveys, solution options, technical risks, implementation options, and integration strategies and plans;
e. Product and system evaluation policies, procedures, guidelines and criteria;
f. Surveys on trends in new technologies which will most likely have to be supported;
g. Reports regarding trends and emerging technologies in hardware platforms and software;
h. Reports on technological dependencies with systems under development by other projects developed in parallel within DND/CF or within OGD;
i. Test plans, procedures and reports for both existing infrastructure and proposed solution;
j. Interface standards and integration plans;
k. Transition/upgrade and maintenance strategies, plans and support and training requirements.

5.2.17 A.8 System Analyst (Levels 2, 1)

Deliverables for the System Analyst may include but are not limited to:

a. Procurement planning proposals;
b. Logs on reception of equipment;
c. Procurement and installation options reports;
d. Training plans;
e. Training material;
f. Site/enclave surveys.

5.2.18 A.6 Programmer/Software Developer (Levels 3, 2, 1)

Deliverables for the Programmer/Software Developer may include, but are not limited to:

a. High and detailed level design documents;
b. Code in various programming languages;
c. Unit test plans and reports on results of testing;
d. Feasibility studies on proposed software applications;
e. Estimation on the effort and duration of software components;
f. Reports and recommendations on Commercial-of-the-shelf, Modified-of-the-shelf and Government-of-the-shelf software products.

5.2.19 A.11 Tester (Levels 3, 2, 1)

Deliverables for the Tester may include but are not limited to:

a. Test Plan documents;
b. Test strategy proposals;
c. Reports on the result of testing;
d. Problem reports;
e. Testing scripts;
f. Automated testing suites.

6.0 TRAVEL AND LIVING

6.1 In order to provide the necessary services outlined above, resources identified in the Travel Estimates section must be able to travel within Canada and United States. All travel will require prior approval in writing of the Technical Authority or the authorized representative.

6.2 Contractor personnel will prepare and submit a trip report using the Contractor's format, to the Technical Authority for review and approval, no later than five (5) working days after return from each trip.

6.3 Travel will be reimbursed in accordance with Treasury Board directives.

6.4 Travel within the NCR, will not be reimbursed.

7.0 LOCATION OF WORK

7.1 All services will be provided at a DND location within the National Capital Region (NCR).

7.2 The Task Authorization Technical Authority will provide to the Contractor personnel the appropriate tools and office automation commercial-off-the-shelf products required by the Contractor for the accomplishment of its tasks.

7.3 DND will provide on-site equipment/services (CPU, keyboard, monitor, and access to the divisional LAN subject to normal security requirements).

7.4 Furthermore, DND will provide, subject to normal security requirements, and only to the specified contractor personnel, access to identified databases or applications resident on DND computers or networks for the sole purpose of providing the services associated with this Contract.

7.5 All of the above provisions will be on an as required basis, in all cases, and be subject to availability of suitable DND office facilities in the National Capital Region.

7.6 The Contractor is responsible to perform any activities related to obtaining a visit clearance request (VCR) in order for their personnel to gain access to DND office facilities.

ANNEX B

BASIS OF PAYMENT

1. In respect of the "Estimated Number of Resources" (C*) listed below, the estimated number of resources is for evaluation purposes only during the solicitation process. The actual number of resources during the Initial Contract Period and Others Periods may be more or less, as determined by the Technical Authority.
2. The estimated number of days (E*) is for evaluation purposes only during the solicitation process. The actual number of days during the Contract Period and Option Periods may be more or less, as determined by the Procurement Authority.
3. In respect of the "Firm Per Diem Rates" (F*) listed below, the Firm Per Diem Rates must not exceed those rates set out in Annex (C) Schedule of Per Diem Rates of the SA Holder's Supply Arrangement for the first year of the contract.
4. The rate(s) quoted for any period(s) after the initial contract period must not be lower than the corresponding rate(s) quoted for the initial contract period.
5. All dates are estimates only, firm dates will be put in place at contract award.

INITIAL CONTRACT PERIOD:	**Initial Contract Period (Date of Contract Award to 31 January 2015)**				
	(B)	**(C*)**	**(E*)**	**(F*)**	**(G)**
Category of Personnel	**Level of Expertise**	**Estimated Number of Resources**	**Estimated Number of Days**	**Firm Per Diem Rate**	**Total Cost [CxExF]**
A.6 – Programmer/Software Developer	Level 3	1	245		$0.00
A.6 – Programmer/Software Developer	Level 2	3	620		$0.00
A.6 – Programmer/Software Developer	Level 1	1	50		$0.00
A.8 System Analyst	Level 3	1	50		$0.00
A.8 System Analyst	Level 2	1	225		$0.00
A.8 System Analyst	Level 1	2	400		$0.00
A.11 Tester	Level 3	2	400		$0.00
A.11 Tester	Level 2	2	400		$0.00
A.11 Tester	Level 1	1	50		$0.00
B.1 Business Analyst	Level 3	3	600		$0.00
B.1 Business Analyst	Level 2	2	445		$0.00
B.5 BPR Consultant	Level 3	2	400		$0.00
B.5 BPR Consultant	Level 2	3	655		$0.00
B.6 Business System Analyst	Level 3	4	800		$0.00
B.6 Business System Analyst	Level 2	4	800		$0.00
B.12 Network Support Specialist	Level 3	1	50		$0.00
B.12 Network Support Specialist	Level 2	2	400		$0.00

I.3 Database Analyst/IM Administrator	Level 3	1	50		$0.00
I.3 Database Analyst/IM Administrator	Level 2	3	620		$0.00
I.6 Network Analyst	Level 3	1	225		$0.00
I.6 Network Analyst	Level 2	1	50		$0.00
I.10 Technical Architect	Level 3	2	400		$0.00
I.11 Technology Architect	Level 3	2	400		$0.00
I.11 Technology Architect	Level 2	4	865		$0.00
I.14 Security Specialist	Level 3	5	1020		$0.00
I.14 Security Specialist	Level 2	2	400		$0.00
P.1 Change Management Consultant	Level 3	1	225		$0.00
P.1 Change Management Consultant	Level 2	2	465		$0.00
P.1 Change Management Consultant	Level 1	1	50		$0.00
P.9 Project Manager	Level 3	2	400		$0.00
P.9 Project Manager	Level 2	5	1040		$0.00
P.10 Project Scheduler	Level 3	1	50		$0.00
P.10 Project Scheduler	Level 2	5	960		$0.00
P.10 Project Scheduler	Level 1	3	660		$0.00
P.11 Quality Assurance Specialist/Analyst	Level 3	2	400		$0.00
P.11 Quality Assurance Specialist/Analyst	Level 2	1	50		$0.00
P.12 Risk Management Specialist	Level 3	1	50		$0.00
P.12 Risk Management Specialist	Level 2	2	400		$0.00
Total Cost for Initial Contract Period (approximately 2 years)					$0.00

OPTION PERIOD 1:	Option Period 1 (1 February 2015 to 31 January 2016)				
	(B)	(C*)	(E*)	(F*)	(G)
Category of Personnel	Level of Expertise	Estimated Number of Resources	Estimated Number of Days	Firm Per Diem Rate	Total Cost [CxExF]
A.6 – Programmer/Software Developer	Level 3	1	220		$0.00
A.6 – Programmer/Software Developer	Level 2	1	200		$0.00
A.6 – Programmer/Software Developer	Level 1	1	25		$0.00
A.8 System Analyst	Level 3	1	25		$0.00
A.8 System Analyst	Level 2	1	200		$0.00
A.8 System Analyst	Level 1	1	200		$0.00
A.11 Tester	Level 3	1	200		$0.00
A.11 Tester	Level 2	1	200		$0.00
A.11 Tester	Level 1	1	25		$0.00
B.1 Business Analyst	Level 3	1	25		$0.00
B.1 Business Analyst	Level 2	2	420		$0.00
B.5 BPR Consultant	Level 3	1	200		$0.00
B.5 BPR Consultant	Level 2	3	630		$0.00
B.6 Business System Analyst	Level 3	3	600		$0.00
B.6 Business System Analyst	Level 2	3	600		$0.00
B.12 Network Support Specialist	Level 3	1	25		$0.00
B.12 Network Support Specialist	Level 2	1	200		$0.00

I.3 Database Analyst/IM Administrator	Level 3	1	25		$0.00
I.3 Database Analyst/IM Administrator	Level 2	2	420		$0.00
I.6 Network Analyst	Level 3	1	200		$0.00
I.6 Network Analyst	Level 2	1	200		$0.00
I.10 Technical Architect	Level 3	1	200		$0.00
I.11 Technology Architect	Level 3	1	200		$0.00
I.11 Technology Architect	Level 2	4	840		$0.00
I.14 Security Specialist	Level 3	3	600		$0.00
I.14 Security Specialist	Level 2	2	320		$0.00
P.1 Change Management Consultant	Level 3	1	200		$0.00
P.1 Change Management Consultant	Level 2	3	630		$0.00
P.1 Change Management Consultant	Level 1	1	25		$0.00
P.9 Project Manager	Level 3	1	200		$0.00
P.9 Project Manager	Level 2	4	840		$0.00
P.10 Project Scheduler	Level 3	1	25		$0.00
P.10 Project Scheduler	Level 2	3	600		$0.00
P.10 Project Scheduler	Level 1	2	440		$0.00
P.11 Quality Assurance Specialist/Analyst	Level 3	2	440		$0.00
P.11 Quality Assurance Specialist/Analyst	Level 2	1	25		$0.00
P.12 Risk Management Specialist	Level 3	1	25		$0.00
P.12 Risk Management Specialist	Level 2	1	200		$0.00
				Total Cost for Option Period 1	$0.00

OPTION PERIOD 2:	Option Period 2 (1 February 2016 to 31 January 2017)				
	(B)	(C*)	(E*)	(F*)	(G)
Category of Personnel	Level of Expertise	Estimated Number of Resources	Estimated Number of Days	Firm Per Diem Rate	Total Cost [CxExF]
A.6 – Programmer/Software Developer	Level 3	1	220		$0.00
A.6 – Programmer/Software Developer	Level 2	1	200		$0.00
A.6 – Programmer/Software Developer	Level 1	1	25		$0.00
A.8 System Analyst	Level 3	1	25		$0.00
A.8 System Analyst	Level 2	1	200		$0.00
A.8 System Analyst	Level 1	1	60		$0.00
A.11 Tester	Level 3	1	200		$0.00
A.11 Tester	Level 2	1	200		$0.00
A.11 Tester	Level 1	1	25		$0.00
B.1 Business Analyst	Level 3	1	25		$0.00
B.1 Business Analyst	Level 2	4	840		$0.00
B.5 BPR Consultant	Level 3	1	50		$0.00
B.5 BPR Consultant	Level 2	3	630		$0.00
B.6 Business System Analyst	Level 3	2	420		$0.00
B.6 Business System Analyst	Level 2	2	420		$0.00
B.12 Network Support Specialist	Level 3	1	25		$0.00
B.12 Network Support Specialist	Level 2	1	200		$0.00

I.3 Database Analyst/IM Administrator	Level 3	1	25		$0.00
I.3 Database Analyst/IM Administrator	Level 2	2	420		$0.00
I.6 Network Analyst	Level 3	1	200		$0.00
I.6 Network Analyst	Level 2	1	200		$0.00
I.10 Technical Architect	Level 3	1	200		$0.00
I.11 Technology Architect	Level 3	1	200		$0.00
I.11 Technology Architect	Level 2	4	840		$0.00
I.14 Security Specialist	Level 3	2	420		$0.00
I.14 Security Specialist	Level 2	1	60		$0.00
P.1 Change Management Consultant	Level 3	1	200		$0.00
P.1 Change Management Consultant	Level 2	3	630		$0.00
P.1 Change Management Consultant	Level 1	1	25		$0.00
P.9 Project Manager	Level 3	1	200		$0.00
P.9 Project Manager	Level 2	3	600		$0.00
P.10 Project Scheduler	Level 3	1	25		$0.00
P.10 Project Scheduler	Level 2	1	200		$0.00
P.10 Project Scheduler	Level 1	2	440		$0.00
P.11 Quality Assurance Specialist/Analyst	Level 3	1	200		$0.00
P.11 Quality Assurance Specialist/Analyst	Level 2	1	25		$0.00
P.12 Risk Management Specialist	Level 3	1	25		$0.00
P.12 Risk Management Specialist	Level 2	1	200		$0.00
				Total Cost for Option Period 2	$0.00

OPTION PERIOD 3:	Option Period 3 (1 February 2017 to 31 January 2018)				
	(B)	(C*)	(E*)	(F*)	(G)
Category of Personnel	Level of Expertise	Estimated Number of Resources	Estimated Number of Days	Firm Per Diem Rate	Total Cost [CxExF]
A.6 – Programmer/Software Developer	Level 3	1	220		$0.00
A.6 – Programmer/Software Developer	Level 2	1	200		$0.00
A.6 – Programmer/Software Developer	Level 1	1	25		$0.00
A.8 System Analyst	Level 3	1	25		$0.00
A.8 System Analyst	Level 2	1	200		$0.00
A.8 System Analyst	Level 1	1	25		$0.00
A.11 Tester	Level 3	1	200		$0.00
A.11 Tester	Level 2	1	200		$0.00
A.11 Tester	Level 1	1	25		$0.00
B.1 Business Analyst	Level 3	1	25		$0.00
B.1 Business Analyst	Level 2	1	200		$0.00
B.5 BPR Consultant	Level 3	1	25		$0.00
B.5 BPR Consultant	Level 2	1	200		$0.00
B.6 Business System Analyst	Level 3	1	200		$0.00
B.6 Business System Analyst	Level 2	1	200		$0.00
B.12 Network Support Specialist	Level 3	1	25		$0.00
B.12 Network Support Specialist	Level 2	1	200		$0.00

I.3 Database Analyst/IM Administrator	Level 3	1	25		$0.00
I.3 Database Analyst/IM Administrator	Level 2	1	200		$0.00
I.6 Network Analyst	Level 3	1	200		$0.00
I.6 Network Analyst	Level 2	1	200		$0.00
I.10 Technical Architect	Level 3	1	200		$0.00
I.11 Technology Architect	Level 3	1	200		$0.00
I.11 Technology Architect	Level 2	1	200		$0.00
I.14 Security Specialist	Level 3	1	200		$0.00
I.14 Security Specialist	Level 2	1	60		$0.00
P.1 Change Management Consultant	Level 3	1	200		$0.00
P.1 Change Management Consultant	Level 2	1	200		$0.00
P.1 Change Management Consultant	Level 1	1	25		$0.00
P.9 Project Manager	Level 3	1	200		$0.00
P.9 Project Manager	Level 2	1	200		$0.00
P.10 Project Scheduler	Level 3	1	25		$0.00
P.10 Project Scheduler	Level 2	1	200		$0.00
P.10 Project Scheduler	Level 1	1	200		$0.00
P.11 Quality Assurance Specialist/Analyst	Level 3	1	200		$0.00
P.11 Quality Assurance Specialist/Analyst	Level 2	1	25		$0.00
P.12 Risk Management Specialist	Level 3	1	25		$0.00
P.12 Risk Management Specialist	Level 2	1	200		$0.00
				Total Cost for Option Period 3	$0.00

ANNEX "C" – CORPORATE AND RESOURCE ASSESSMENT CRITERIA AND RESPONSE TABLES

1. This Evaluation Criteria is divided into two separate Sections as follows:

   Section 1: Corporate Criteria (Mandatory and Rated)
   Section 2: Personnel Criteria (Mandatory)

2. For evaluation purpose, the definition of a "Project" is as follows: A temporary endeavour (project/contract) of a minimum of one (1) year in length undertaken to create a unique product, service or result.

3. All financial thresholds stated in this Evaluation Criteria are in Canadian funds and are exclusive of all applicable taxes.

4. Where experience is required within a stipulated time period, the Bidder is to calculate from the original bid closing date of this solicitation.

SECTION 1. CORPORATE CRITERIA

Corporate Mandatory Criteria

Criteria	Corporate Mandatory Criteria	Statement of Compliance and Cross Reference to Proposal
M1	The Bidder must be a current TBIPS Supply Arrangement Holder who qualified under Work Stream 3 for the following resource categories: • P.9 Project Manager (Levels 3, 2) • P.10 Project Scheduler (Levels 3, 2, 1) • P.1 Change Management Consultant (Levels 3, 2, 1) • P.12 Risk Management Specialist (Levels 3, 2) • P.11 Quality Assurance Specialist (Levels 3, 2) • B.1 Business Analyst (Levels 3, 2) • B.5 Business Process Re-engineering (BPR) Consultant (Levels 3, 2) • B.6 Business System Analyst (Levels 3, 2)	

Criteria	Corporate Mandatory Criteria	Statement of Compliance and Cross Reference to Proposal
	• B.12 Network Support Specialist (Levels 3, 2) • I.6 Network Analyst (Levels 3, 2) • I.10 Technical Architect (Level 3) • I.11 Technology Architect (Levels 3, 2) • I.14 Security Specialist (Levels 3, 2) • I.3 Database Analyst / IM Administrator (Levels 3, 2) • A.8 System Analyst (Levels 3, 2, 1) • A.6 Programmer/Software Developer (Levels 3, 2, 1) • A.11 Tester (Levels 3, 2, 1).	
M2	The Bidder must provide a Corporate Profile of their organization (maximum 2500 words), and if applicable, must provide a separate Corporate Profile of each joint venture partner(s) or subcontractor (maximum 2500 words), including the following information: a. A description of the areas of expertise and core business activities; b. Company corporate structure; c. Company management structure; d. Number of employees (including fixed term employees); e. Number of years in business; and f. Identify if a public or privately held corporation.	
M3	The Bidder must have at least five (5) combined years of demonstrated experience, within the last ten (10) years providing informatics professional services in each of the following areas: • systems or network design, • engineering, • implementation, • testing, and • project management. In order to demonstrate this, the Bidder must provide a detailed list of projects by title, duration, value and type of informatics professional services by category and level.	
M4	The Bidder must provide references for two (2)	

Criteria	Corporate Mandatory Criteria	Statement of Compliance and Cross Reference to Proposal
	completed or ongoing corporate projects of similar size and scope (multi-year contract with a minimum eight categories of resources on the basis of "as-and-when-requested" Task Authorizations) for which they provided professional services resources within the last ten (10) years. One of the two projects must be completed. These projects must have involved the following: • systems or network design; • engineering; • design; • implementation; • testing; and • project management. The Bidder must provide the following information on each project: • The types of resource categories and the number of each type that were provided; • Description of the work completed by their firm showing the relevance of the experience; • Deliverables of their firm in the context of this work or nature of the undertaking; • When the work was carried out (start and end dates); • Estimated Contract value; • Client Contact information, including: name, phone number and email address; and, • References must include the full name of the client organization. **Note**: A sub-contract project can be considered as a project. The Client Contact would be the firm with which the Bidder was a sub-contractor.	
M5	The Bidder must have provided professional services related to Business Transformation for the development and implementation of an	

Criteria	Corporate Mandatory Criteria	Statement of Compliance and Cross Reference to Proposal
	Information Management/Information Technology (IM/IT) project. The contract (plus amendments) must have a minimum value of $5 Million and has been awarded within the last ten (10) years. In order to demonstrate this the bidder should provide the following information: • Project title; • Short project description; • Project sponsor; • Contract duration; • Contract value; • Legal entities participating including subcontractors; • Contract status; and • Describe the specific activities and initiatives conducted by the Bidder that led to meeting or exceeding the expectations of the Client.	

Corporate Point-Rated Requirements

Any bid which meets all the mandatory technical criteria will be evaluated and scored as specified in the tables inserted below. Proposals that do not meet the minimum pass mark of **65%** will be found non-compliant.

Criteria	Corporate Point-Rated Criteria	Maximum Weight	Evaluation Factors
PR1	Additional project references in excess of M4 for completed or on-going corporate projects/programs of similar size and scope for which they provided professional services resources within the last ten (10) years. These projects must have involved the following: • systems or network design; • engineering; • design; • implementation; • testing; and • project management.	20 points	Up to twenty (20) points for providing additional project references, which must meet same criteria as the mandatory project references. • **Twenty (20) points** for an additional two (2) references. • **Ten (10) points** for one (1) additional reference.
PR2	Points will be awarded for evidence that the Bidder was either the prime contractor or a joint venture member on a contract for the provision of informatics professional services for at least one classified (Secret or above) project within the last ten (10) years In order to demonstrate this, the bidder should provide minimum four of the following information: • Project title; • Short project description; • Contract value; • Legal entities participating including subcontractors; • Contract status.	20 points	Up to twenty (20) for providing project summaries. • **Twenty (20) points** for two (2) or more summaries. • **Ten (10) points** for one (1) summary.
PR3	Additional experience with Business Transformation projects in excess of M5 for completed or on-going corporate projects within the last ten (10) years.	20 points	Up to twenty (20) for providing additional project information, which must meet same criteria as the mandatory project

			information. • **Twenty (20) points** for additional two (2) or more projects` information. • **Ten (10) points** for one (1) additional project information.

SECTION 2 RESOURCE MANDATORY REQUIREMENTS

2.1 TBIPS Project Management Services Class

2.1.1 P.9 Project Manager (Level 3)

Criteria	Resource Mandatory Requirement	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
RM1	The proposed resource must possess one of the following: A degree from a recognized university in Engineering, Applied Science, Business Administration, Information Management Systems, Mathematics, Computer Science or Physics. OR A diploma (minimum 2 years) from a recognized college in a technical field (computers, networks, etc) or in business administration. OR A minimum ten (10) years of project management experience. OR A minimum five (5) years of project management experience with a recognized certification.			
RM2	The proposed resource must have at least five (5) years cumulated experience in the last ten (10) years working as Project Manager (PM) using the Project Management Body of Knowledge (PMBOK) methodology or equivalent;			
RM3	The proposed resource must have at least five (5) years demonstrated experience with the various features of the Microsoft Project © tool including but not limited to: - activity network diagram, - critical path,			

	- scheduling using effort and/or duration, - resource allocation, and - project baselines.			
RM4	The proposed resource must have a minimum of three (3) years experience working on either a single or a portfolio of IM/IT Business Transformation projects.			

2.1.2 P.9 Project Manager (Level 2)

Criteria	Resource Mandatory Requirement	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
RM1	The proposed resource must possess one of the following: A degree from a recognized university in Engineering, Applied Science, Business Administration, Information Management Systems, Mathematics, Computer Science or Physics. OR A diploma (minimum 2 years) from a recognized college in a technical field (computers, networks, etc) or in business administration. OR A minimum five (5) years of project management experience.			
RM2	The proposed resource must have at least three (3) years experience in the last ten (10) years working as Project Manager (PM) using the Project Management Body of Knowledge (PMBOK) methodology or equivalent;			
RM3	The proposed resource must have at least three (3) years demonstrated experience with the various features of the Microsoft Project © tool including but not limited to: - activity network diagram, - critical path, - scheduling using effort and/or duration, - resource allocation, and - project baselines.			
RM4	The proposed resource must have a minimum two (2) years experience within the last six (6) years in a Scheduler or Project Manager role with IM/IT Business Transformation projects.			

2.1.3 P.10 Project Scheduler (Level 3)

Criteria	Resource Mandatory Requirement	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
RM1	The proposed resource must possess one of the following: A degree from a recognized university in any Engineering field or Computer Science or Business or Finance. OR A diploma (minimum 2 years) from a recognized college in a technical field (computers, networks, etc) or in business administration or finance. OR A minimum ten (10) years in the role of scheduler or cost control. OR A minimum five (5) years in the role of scheduler or cost control with a recognized certification.			
RM2	The proposed resource must have a minimum of three (3) years experience working on either a single or a portfolio of IM/IT Business Transformation projects.			
RM3	The proposed resource must have a minimum five (5) years experience using the various features of the Microsoft Project © tool including but not limited to: - activity network diagram, - critical path, - scheduling using effort and/or duration, - resource allocation, and - project baselines.			

2.1.4 P.10 Project Scheduler (Level 2)

Criteria	Resource Mandatory Requirement	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
RM1	The proposed resource must possess one of the following: A degree from a recognized university in any Engineering field or Computer Science or Business or Finance. OR A diploma (minimum 2 years) from a recognized college in a technical field (computers, networks, etc) or in business administration or finance. OR A minimum five (5) years in the role of scheduler or cost control. OR A minimum three (3) years in the role of scheduler or cost control with a recognized certification.			
RM2	The proposed resource must have a minimum two (2) years experience within the last six (6) years in a Scheduler or Project Manager role with IT/IM Business Transformation projects.			
RM3	The proposed resource must have a minimum two (2) years experience using the various features of the Microsoft Project © tool including but not limited to: - activity network diagram, - critical path, - scheduling using effort and/or duration, - resource allocation, - baselines.			

2.1.5 P.10 Project Scheduler (Level 1)

Criteria	Resource Mandatory Requirements	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
RM1	The proposed resource must possess one of the following: A degree from a recognized university in any Engineering field or Computer Science or Business or Finance. OR A diploma (minimum 2 years) from a recognized college in a technical field (computers, networks, etc) or in business administration or finance. OR A minimum three (3) years in the role of scheduler or cost control.			
RM2	The proposed resource must have a minimum one (1) year experience using the various features of the Microsoft Project © tool including but not limited to: - activity network diagram, - critical path, - scheduling using effort and/or duration, - resource allocation, - baselines.			

2.1.6 P.1 Change Management Consultant (Level 3)

Criteria	Resource Mandatory Requirement	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
RM1	The proposed resource must possess one of the following: A degree from a recognized university in any field. OR A diploma (minimum 2 years) from a recognized college in any field. OR A minimum ten (10) years in the role of Change Management or Project Manager. OR A minimum five (5) years in the role of Change Management or Project Manager with a recognized certification.			
RM2	The proposed resource must have a minimum of three (3) years experience within the last five (5) with providing Change Management support on either a single or a portfolio of IM/IT Business Transformation projects.			

2.1.7 P.1 Change Management Consultant (Level 2)

Criteria	Resource Mandatory Requirement	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
RM1	The proposed resource must possess one of the following: A degree from a recognized university in any field. OR A diploma (minimum 2 years) from a recognized college in any field. OR A minimum five (5) years in the role of Change Management or Project Manager.			
RM2	The proposed resource must have a minimum of two (2) years experience within the last five (5) with providing Change Management support on either a single or a portfolio of IM/IT Business Transformation projects.			

2.1.8 P.1 Change Management Consultant (Level 1)

Criteria	Resource Mandatory Requirement	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
RM1	The proposed resource must possess one of the following: A degree from a recognized university in any field. OR A diploma (minimum 2 years) from a recognized college in any field. OR A minimum three (3) years in the role of Change Management or Project Manager.			
RM2	The proposed resource must have a minimum of one (1) year experience within the last five (5) with providing Change Management support on either a single or a portfolio of IM/IT Business Transformation projects.			

2.1.9 P.12 Risk Management Specialist (Level 3)

Criteria	Mandatory Requirement	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
RM1	The proposed resource must possess one of the following: A degree from a recognized university in any Engineering field or Computer Science or Business or Finance. OR A diploma (minimum 2 years) from a recognized college in a technical field (computers, networks, etc) or business or finance. OR A minimum ten (10) years in Risk Management. OR A minimum five (5) years in Risk Management with a recognized certification.			
RM2	The proposed resource must have minimum two (2) years cumulative experience within the last five (5) with providing Risk Management services to organizations on IT/IM Business Transformation projects.			
RM3	The proposed resource must have a minimum of two (2) years experience within the last five (5) years with Risk Management best practices according to Project Management Body of Knowledge (PMBOK).			

2.1.10 P.12 Risk Management Specialist (Level 2)

Criteria	Mandatory Requirement	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
RM1	The proposed resource must possess one of the following: A degree from a recognized university in any Engineering field or Computer Science or Business or Finance. OR A diploma (minimum 2 years) from a recognized college in a technical field (computers, networks, etc) or business or finance. OR A minimum five (5) years in Risk Management. OR A minimum three (3) years in Risk Management with a recognized certification.			
RM2	The proposed resource must have minimum two (2) years cumulative experience within the last five (5) with providing Risk Management services to organizations on IT/IM Business Transformation projects.			
RM3	The proposed resource must have a minimum of one (1) year experience within the last five (5) years with Risk Management best practices according to Project Management Body of Knowledge (PMBOK).			

2.1.11 P.11 Quality Assurance Specialist/Analyst (Level 3)

Criteria	Mandatory Requirement	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
RM1	The proposed resource must possess one of the following: A degree from a recognized university in any Engineering field or Computer Science or Business Administration OR A diploma (minimum 2 years) from a recognized college in a technical field (computers, networks, etc) or in business administration. OR A minimum ten (10) years in Quality Assurance or Project Management.			
RM2	The proposed resource must have minimum two (2) years cumulative experience within the last five (5) years with providing QA services to organizations on IM/IT Business Transformation projects.			

2.1.12 P.11 Quality Assurance Specialist/Analyst (Level 2)

Criteria	Mandatory Requirement	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
RM1	The proposed resource must possess one of the following: A degree from a recognized university in any Engineering field or Computer Science or Business Administration OR A diploma (minimum 2 years) from a recognized college in a technical field (computers, networks, etc) or in business administration. OR A minimum five (5) years in Quality Assurance or Project Management.			
RM2	The proposed resource must have minimum two (2) years cumulative experience within the last five (5) years with providing QA services to organizations on IM/IT Business Transformation projects.			

2.2 TBIPS Business Services Class

2.2.1 B.1 Business Analyst (Level 3)

Criteria	Resource Mandatory Requirement	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
RM1	The proposed resource must possess one of the following: A degree from a recognized university in any field. OR A diploma (minimum 2 years) from a recognized college in any field. OR A minimum ten (10) years experience in two (2) of the following: • Business Requirements gathering in the IT domain, • Software Systems Verification, • Software Solution Validation.			
RM2	The proposed resource must have a certificate/diploma of formal training in Business Analysis using the Business Analysis Body of Knowledge (BABOK) methodology or equivalent.			
RM3	The proposed resource must have a minimum of three (3) years experience within the last ten (10) years with the following activities: • managing requirements throughout the solution development cycle; • ensuring bi-directional traceability of requirements.			
RM4	The proposed resource must have a minimum of three (3) years experience within the last ten (10) years with the following activities: • gathering, analyzing and documenting business rules for IM/IT projects in private or public sector; and			

	• modelling business rules conditions and actions.			

2.2.2 B.1 Business Analyst (Level 2)

Criteria	Resource Mandatory Requirement	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
RM1	The proposed resource must possess one of the following: A degree from a recognized university in any field. OR A diploma (minimum 2 years) from a recognized college in any field. OR A minimum five (5) years experience in two (2) of the following: • Business Requirements gathering in the IT domain, • Software Systems Verification, • Software Solution Validation.			
RM2	The proposed resource must have a minimum of two (2) years experience within the last ten (10) years with conducting each of the following activities: • managing requirements throughout the solution development cycle; and • ensuring bi-directional traceability of requirements.			
RM3	The proposed resource must have at least two (2) years experience within the last ten (10) years in each of the following: • gathering, analyzing and documenting business rules for IM/IT projects in private or public sector; • modelling business rules conditions and actions.			

2.2.3 B.5 Business Process Re-engineering (BPR) Consultant (Level 3)

Criteria	Resource Mandatory Requirement	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
RM1	The proposed resource must possess one of the following: A degree from a recognized university in any Engineering field or Computer Science or Business Administration OR A diploma (minimum 2 years) from a recognized college in a technical field (computers, networks, etc) or in business administration. OR A minimum ten (10) years experience in the following areas: • Software Systems Design, • Software Systems Testing, • Software Systems Architecture and Use Case development. OR A minimum five (5) years in the following areas: • Software Systems Design, • Software Systems Testing, • Software Systems Architecture and Use Case development. With a recognized certification.			
RM2	The proposed resource must have a certificate/diploma of formal training in Business Analysis using the Business Analysis Body of Knowledge (BABOK) methodology or equivalent.			

2.2.4 B.5 Business Process Re-engineering (BPR) Consultant (Level 2)

Criteria	Resource Mandatory Requirement	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
RM1	The proposed resource must possess one of the following: A degree from a recognized university in any Engineering field or Computer Science or Business Administration OR A diploma (minimum 2 years) from a recognized college in a technical field (computers, networks, etc) or in business administration. OR A minimum five (5) years experience in the following areas: • Software Systems Design, • Software Systems Testing, • Software Systems Architecture and Use Case development. OR A minimum three (3) years in the following areas: • Software Systems Design, • Software Systems Testing, • Software Systems Architecture and Use Case development. with a recognized certification.			

2.2.5 B.6 Business System Analyst (Level 3)

Criteria	Resource Mandatory Requirement	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
RM1	The proposed resource must possess one of the following: A degree from a recognized university in any Engineering, Computer Science, Mathematics, Physics, Information Management Systems. OR A diploma (minimum 2 years) from a recognized college in a technical field (computers, networks, etc) or Information Management Systems. OR A minimum ten (10) years experience in the Business System Analyst role.			
RM2	The proposed resource must have five (5) years experience with logistics in the deployment of IT business solutions requiring changes in hardware, software and processes.			
RM3	The proposed resource must have a minimum of two (2) years experience in Security Cross Domain solutions. Security Cross Domain solutions refers to IT solutions within various classified domains. Experience with these types of solutions requires familiarity with the various restrictions, laws, regulations, policies and best practices that apply when working with various security classification levels)			

2.2.6 B.6 Business System Analyst (Level 2)

Criteria	Resource Mandatory Requirement	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
RM1	The proposed resource must possess one of the following: A degree from a recognized university in any Engineering, Computer Science, Mathematics, Physics, Information Management Systems. OR A diploma (minimum 2 years) from a recognized college in a technical field (computers, networks, etc) or Information Management Systems. OR A minimum five (5) years experience in the Business System Analyst role.			
RM2	The proposed resource must have three (3) years experience with logistics in the deployment of IT business solutions requiring changes in hardware, software and processes.			
RM3	The proposed resource must have a minimum of one (1) year experience in Security Cross Domain solutions. Security Cross Domain solutions refers to IT solutions within various classified domains. Experience with these types of solutions requires familiarity with the various restrictions, laws, regulations, policies and best practices that apply when working with various security classification levels)			

2.2.7 B.12 Network Support Specialist (Level 3)

Criteria	Resource Mandatory Requirement	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
RM1	The proposed resource must possess one of the following: A degree from a recognized university in electronics, computer or software engineering, telecommunications or related engineering disciplines; OR A diploma (minimum 2 years) from a recognized college in electronics, computer or software technology or related technology disciplines such as telecommunications or instrumentation or robotics and automation; OR A minimum ten (10) years experience as a Network Support Specialist.			
RM2	The proposed resource must have a minimum of five (5) years experience within the last ten (10) years working as a Network Support Specialist in administering, installing, configuring, testing, troubleshooting, supporting and maintaining IT products and infrastructure.			
RM3	The proposed resource must have a minimum of three (3) years experience within the last ten (10) years in at least two of the following specialties: • Microsoft Network Operating System • Internet Protocol Networks • Applications Integration.			
RM4	The proposed resource must have a minimum of three (3) years experience in Security Cross Domain solutions. Security Cross Domain solutions refers to IT solutions within various classified domains. Experience with these types			

	of solutions requires familiarity with the various restrictions, laws, regulations, policies and best practices that apply when working with various security classification levels).			

2.2.8 B.12 Network Support Specialist (Level 2)

Criteria	Resource Mandatory Requirement	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
RM1	The proposed resource must possess one of the following: A degree from a recognized university in electronics, computer or software engineering, telecommunications or related engineering disciplines; OR A diploma (minimum 2 years) from a recognized college in electronics, computer or software technology or related technology disciplines such as telecommunications or instrumentation or robotics and automation; OR A minimum five (5) years experience as a Network Support Specialist.			
RM2	The proposed resource must have a minimum of three (3) years experience within the last ten (10) years working as a Network Support Specialist in administering, installing, configuring, testing, troubleshooting, supporting and maintaining IT products and infrastructure.			
RM3	The proposed resource must have a minimum of one (1) year experience within the last ten (10) years in at least two of the following specialties: • Microsoft Network Operating System • Internet Protocol Networks • Applications Integration.			
RM4	The proposed resource must have a minimum of one (1) year experience in Security Cross Domain solutions. Security Cross Domain solutions refers to IT solutions within various classified domains. Experience with these types			

	of solutions requires familiarity with the various restrictions, laws, regulations, policies and best practices that apply when working with various security classification levels.			

2.3 TBIPS Business Services Class – IM/IT Service Class

2.3.1 I.6 Network Analyst (Level 3)

Criteria	Resource Mandatory Requirements	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
RM1	The proposed resource must possess one of the following: A degree from a recognized university in any of the following fields: electronics, telecommunications, computer science, applied software engineering, business intelligence, information management systems or science OR A diploma (minimum 2 years) from a recognized college in electronics, computer, software technology, telecommunications, robotics and automation OR A minimum ten (10) years experience in a Network Analyst role.			
RM2	The proposed resource must have a minimum of two (2) years experience with providing support in each of the following: • Communication systems (voice, data, video); • Applications and/or technical support teams in the proper integration of potential solutions with existing infrastructure; • Application and program designs or technical infrastructure designs to ensure adherence to standards and to recommend performance improvements; • Product assessment methodologies, evaluations and reports; • IM/IT architecture design and engineering support; • Monitoring industry trends to ensure that proposed solutions fit with government and industry directions for			

	technology; and • Performing impact analysis of technology changes.			

2.3.2 I.6 Network Analyst (Level 2)

Criteria	Resource Mandatory Requirements	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
RM1	The proposed resource must possess one of the following: A degree from a recognized university in any of the following fields: electronics, telecommunications, computer science, applied software engineering, business intelligence, information management systems or science OR A diploma (minimum 2 years) from a recognized college in electronics, computer, software technology, telecommunications, robotics and automation OR A minimum ten (10) years experience in a Network Analyst role.			
RM2	The proposed resource must have a minimum of one (1) year experience with providing support in each of the following: • Communication systems (voice, data, video); • Applications and/or technical support teams in the proper integration of potential solutions with existing infrastructure; • Implementation and testing of technical infrastructure designs to ensure adherence to standards and required performance levels; • Product assessment, evaluations and reports; • Monitoring industry trends to ensure that proposed solutions fit with government and industry directions for technology; and • Performing impact analysis of technology changes.			

2.3.3 I.10 Technical Architect (Level 3)

Criteria	Resource Mandatory Requirements	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
RM1	The proposed resource must possess one of the following: A degree from a recognized university in any of the following fields: electronics, telecommunications, computer science, applied software engineering, business intelligence, information management systems or science OR A diploma (minimum 2 years) from a recognized college in electronics, computer, software technology, telecommunications, robotics and automation OR A minimum ten (10) years experience in a Technical Architect role.			
RM2	The proposed resource must have a minimum of two (2) years experience within the last ten (10) years with each of the following: • Developing technical architectures, frameworks and strategies; • Documenting and applying relevant policies, standards and regulation; • Evaluating hardware and software relative to their ability to support specified requirements and performance			

2.3.4 I.11 Technology Architect (Level 3)

Criteria	Resource Mandatory Requirements	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
RM1	The proposed resource must possess one of the following: A degree from a recognized university in any of the following fields: electronics, telecommunications, computer science, applied software engineering, business intelligence, information management systems or science OR A diploma (minimum 2 years) from a recognized college in electronics, computer, software technology, telecommunications, robotics and automation OR A minimum ten (10) years experience in a Technology Architect role.			
RM2	The proposed resource must have a minimum of two (2) years experience within the last ten (10) years with each of the following: • Open Systems Architectures, • System of Systems architectures, • Leveraging existing systems in developing new system architectures • Service Oriented Architectures,			

2.3.5 I.11 Technology Architect (Level 2)

Criteria	Resource Mandatory Requirements	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
RM1	The proposed resource must possess one of the following: A degree from a recognized university in any of the following fields: electronics, telecommunications, computer science, applied software engineering, business intelligence, information management systems or science OR A diploma (minimum 2 years) from a recognized college in electronics, computer, software technology, telecommunications, robotics and automation OR A minimum five (5) years experience in a Technology Architect role.			
RM2	The proposed resource must have a minimum of one (1) years experience within the last ten (10) years with each of the following: • Open Systems Architectures, • System of Systems, • Leveraging existing systems and building • Service Oriented Architectures,			

2.3.6 I.14 Security Specialist (Level 3)

Criteria	Resource Mandatory Requirements	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
RM1	The proposed resource must possess one of the following: A degree from a recognized university in Computer Engineering, Applied Science or Electrical Engineering OR A diploma (minimum 2 years) from a recognized college in any field OR A minimum ten (10) years experience in a Security specialist role.			
RM2	The proposed resources must have a minimum of two (2) years experience within the last ten (10) years with each of the following: • encryption, • web technology, • application architectures.			
RM3	The proposed resource must have a minimum of two (2) years experience in Security Cross Domain solutions. Security Cross Domain solutions refers to IT solutions within various classified domains. Experience with these types of solutions requires familiarity with the various restrictions, laws, regulations, policies and best practices that apply when working with various security classification levels.			
RM4	The proposed resource must have developed a minimum of two (2) detailed Threat Risk Assessments for systems with a SECRET classification or higher within the past five years.			

2.3.7 I.14 Security Specialist (Level 2)

Criteria	Resource Mandatory Requirements	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
RM1	The proposed resource must possess one of the following: A degree from a recognized university in Computer Engineering, Applied Science or Electrical Engineering OR A diploma (minimum 2 years) from a recognized college in any field OR A minimum ten (10) years experience in a Security specialist role.			
RM2	The proposed resources must have a minimum of one (1) years experience within the last ten (10) years with each of the following: • encryption, • web technology, • application architectures.			
RM3	The proposed resource must have a minimum of one (1) year experience in Security Cross Domain solutions. Security Cross Domain solutions refers to IT solutions within various classified domains. Experience with these types of solutions requires familiarity with the various restrictions, laws, regulations, policies and best practices that apply when working with various security classification levels.			
RM4	The proposed resource must have developed a minimum of one (1) detailed Threat Risk Assessment for systems with a SECRET classification or higher within the past five years.			

2.3.8 I.3 Database Analyst/IM Administrator (Level 3)

Criteria	Resource Mandatory Requirements	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
RM1	The proposed resource must possess one of the following: A degree from a recognized university in Information Management Systems, electronics, computer or software engineering or related engineering disciplines; OR A diploma (minimum 2 years) from a recognized college in the following specializations: information management, electronics, computer, software. OR A minimum ten (10) years experience developing and implementing IM/IT solutions.			
RM2	The proposed resource must have a minimum of five (5) years experience within the last ten (10) years developing relational database architectures.			

2.3.9 I.3 Database Analyst/IM Administrator (Level 2)

Criteria	Resource Mandatory Requirements	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
RM1	The proposed resource must possess one of the following: A degree from a recognized university in Information Management Systems, electronics, computer or software engineering or related engineering disciplines; OR A diploma (minimum 2 years) from a recognized college in the following specializations: information management, electronics, computer, software. OR A minimum five (5) years experience developing and implementing IM/IT solutions.			
RM2	The proposed resource must have a minimum of three (3) years experience within the last ten (10) years developing relational database architectures.			

2.4 TBIPS Application Services Sub-Class

2.4.1 A.8 System Analyst (Level 3)

Criteria	Resource Mandatory Requirements	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
RM1	The proposed resource must possess one of the following: A degree from a recognized university Science or Engineering in any of the following fields: electronics, telecommunications, computer science, applied computer science. OR A diploma (minimum 2 years) from a recognized college in any technical specialization including electronics, telecommunications, computer, software technology. OR A minimum ten (10) years experience in maintaining and implementing IM/IT systems.			
RM2	The proposed resource must have a minimum five (5) years in the following activities: • maintenance, administration and licensing for software applications, operating systems; • network management operations including: installation, configuration, testing and maintenance of software and hardware			

2.4.2 A.8 System Analyst (Level 2)

Criteria	Resource Mandatory Requirements	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
RM1	The proposed resource must possess one of the following: A degree from a recognized university Science or Engineering in any of the following fields: electronics, telecommunications, computer science, applied computer science. OR A diploma (minimum 2 years) from a recognized college in any technical specialization including electronics, telecommunications, computer, software technology. OR A minimum five (5) years experience in maintaining and implementing IM/IT systems.			
RM2	The proposed resource must have a minimum three (3) years in the following activities: • maintenance, administration and licensing for software applications, operating systems; • network management operations including: installation, configuration, testing and maintenance of software and hardware			

2.4.3 A.8 System Analyst (Level 1)

Criteria	Resource Mandatory Requirements	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
RM1	The proposed resource must possess one of the following: A degree from a recognized university in Science or Engineering in any of the following fields: electronics, telecommunications, computer science, applied computer science. OR A diploma (minimum 2 years) from a recognized college in any technical specialization including electronics, telecommunications, computer, software technology. OR A minimum three (3) years experience in maintaining and implementing IM/IT systems.			
RM2	The proposed resource must have a minimum one (1) year in the following activities: • maintenance, administration and licensing for software applications, operating systems; • network management operations including: installation, configuration, testing and maintenance of software and hardware			

2.4.4 A.6 Programmer/Software Developer (Level 3)

Criteria	Resource Mandatory Requirements	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
RM1	The proposed resource must possess one of the following: A degree from a recognized university in any field of science, technology, business or engineering; OR A diploma (minimum 2 years) from a recognized college in any field of science, technology, business; OR A minimum ten (10) years experience in software design and computer programming.			
RM2	The proposed resource must have a minimum of one (1) year experience within the last ten(10) years with each of the following activities: • Developing software design and test plan documents, • Developing new software components, • Proposing optimization of existing components for the purpose of making it more efficient, flexible and easily maintainable, • Using version control repositories, • Following required/specific standards and conventions pertaining to Quality Control in the area of development of IM/IT solutions.			

2.4.5 A.6 Programmer/Software Developer (Level 2)

Criteria	Resource Mandatory Requirements	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
RM1	The proposed resource must possess one of the following: A degree from a recognized university in any field of science, technology, business or engineering; OR A diploma (minimum 2 years) from a recognized college in any field of science, technology, business; OR A minimum five (5) years experience in software design and computer programming.			
RM2	The proposed resource must have a minimum of one (1) year experience within the last ten(10) years with each of the following activities: • Developing software design and test plan documents, • Developing new software components, • Proposing optimization of existing components for the purpose of making it more efficient, flexible and easily maintainable, • Using version control repositories, • Following required/specific standards and conventions pertaining to Quality Control in the area of development of IM/IT solutions.			

2.4.6 A.6 Programmer/Software Developer (Level 1)

Criteria	Resource Mandatory Requirements	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
RM1	The proposed resource must possess one of the following: A degree from a recognized university in any field of science, technology, business or engineering; OR A diploma (minimum 2 years) from a recognized college in any field of science, technology, business; OR A minimum three (3) years experience in software design and computer programming.			
RM2	The proposed resource must have a minimum of one (1) year experience within the last ten(10) years with each of the following activities: • Developing software design and test plan documents, • Developing new software components, • Proposing optimization of existing components for the purpose of making it more efficient, flexible and easily maintainable, • Using version control repositories, • Following required/specific standards and conventions pertaining to Quality Control in the area of development of IM/IT solutions.			

2.4.7 A11 Tester (Level 3)

Criteria	Resource Mandatory Requirements	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
RM1	The proposed resource must possess one of the following: A degree from a recognized university in any field. OR A diploma (minimum 2 years) from a recognized college in any field. OR A minimum ten (10) years experience in testing and verification of software solutions.			
RM2	The proposed resource must have a minimum of five (5) years experience within the last ten (10) years with each of the following activities: • Coordinating the development or developing test plan documents, • Developing strategies for testing IM/IT solutions, • Choosing testing tools, • Performing system testing • Performing end-to-end testing of IM/IT solutions, • Following required/specific standards and conventions on Quality Control in the testing of IM/IT solutions.			

2.4.8 A.11 Tester (Level 2)

Criteria	Resource Mandatory Requirements	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
RM1	The proposed resource must possess one of the following: A degree from a recognized university in any field. OR A diploma (minimum 2 years) from a recognized college in any field. OR A minimum five (5) years experience in testing and verification of software solutions.			
RM2	The proposed resource must have a minimum of three (3) years experience within the last ten (10) years with each of the following activities: • Coordinating the development or developing test plan documents, • Developing strategies for testing IM/IT solutions, • Choosing testing tools, • Performing system testing • Performing end-to-end testing of IM/IT solutions, • Following required/specific standards and conventions on Quality Control in the testing of IM/IT solutions.			

2.4.9 A.11 Tester (Level 1)

Criteria	Resource Mandatory Requirements	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
RM1	The proposed resource must possess one of the following: A degree from a recognized university in any field. OR A diploma (minimum 2 years) from a recognized college in any field. OR A minimum three (3) years experience in testing and verification of software solutions.			
RM2	The proposed resource must have a minimum of one (1) year experience within the last ten (10) years with each of the following activities: • Coordinating the development or developing test plan documents, • Developing strategies for testing IM/IT solutions, • Choosing testing tools, • Performing system testing • Performing end-to-end testing of IM/IT solutions, • Following required/specific standards and conventions on Quality Control in the testing of IM/IT solutions.			

ANNEX D - SERCURITY REQUIREMENTS CHECKLIST

Government of Canada / Gouvernement du Canada

Contract Number / Numéro du contrat
EN578-055605-L
Security Classification / Classification de sécurité
UNCLASSIFIED

SECURITY REQUIREMENTS CHECK LIST (SRCL)
LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)

PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE

1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine	2. Branch or Directorate / Direction générale ou Direction
Department of National Defence	Information Management

3. a) Subcontract Number / Numéro du contrat de sous-traitance	3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant

4. Brief Description of Work - Brève description du travail

Standing Offer/Supply Arrangement for the provision of Task Based Informatics Professional Services to the Government of Canada

5. a) Will the supplier require access to Controlled Goods? Le fournisseur aura-t-il accès à des marchandises contrôlées?	☐ No Non	☑ Yes Oui
5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques?	☐ No Non	☑ Yes Oui
6. Indicate the type of access required - Indiquer le type d'accès requis		
6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c) (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c)	☐ No Non	☑ Yes Oui
6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. Le fournisseur et ses employés (p.ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé.	☑ No Non	☐ Yes Oui
6. c) Is this a commercial courier or delivery requirement with no overnight storage? S'agit-il d'un contrat de messagerie ou de livraison commerciales sans entreposage de nuit?	☑ No Non	☐ Yes Oui

7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès

Canada ☑	NATO / OTAN ☐	Foreign / Étranger ☐

7. b) Release restrictions / Restrictions relatives à la diffusion

No release restrictions / Aucune restriction relative à la diffusion ☑	All NATO countries / Tous les pays de l'OTAN ☐	No release restrictions / Aucune restriction relative à la diffusion ☐
Not releasable / À ne pas diffuser ☐		
Restricted to: / Limité à : ☐	Restricted to: / Limité à : ☐	Restricted to: / Limité à : ☐
Specify country(ies): / Préciser le(s) pays :	Specify country(ies): / Préciser le(s) pays :	Specify country(ies): / Préciser le(s) pays :

7. c) Level of information / Niveau d'information

PROTECTED A / PROTÉGÉ A ☑	NATO UNCLASSIFIED / NATO NON CLASSIFIÉ ☐	PROTECTED A / PROTÉGÉ A ☐
PROTECTED B / PROTÉGÉ B ☑	NATO RESTRICTED / NATO DIFFUSION RESTREINTE ☐	PROTECTED B / PROTÉGÉ B ☐
PROTECTED C / PROTÉGÉ C ☐	NATO CONFIDENTIAL / NATO CONFIDENTIEL ☐	PROTECTED C / PROTÉGÉ C ☐
CONFIDENTIAL / CONFIDENTIEL ☑	NATO SECRET / NATO SECRET ☐	CONFIDENTIAL / CONFIDENTIEL ☐
SECRET / SECRET ☑	COSMIC TOP SECRET / COSMIC TRÈS SECRET ☐	SECRET / SECRET ☐
TOP SECRET / TRÈS SECRET ☐		TOP SECRET / TRÈS SECRET ☐
TOP SECRET (SIGINT) / TRÈS SECRET (SIGINT) ☐		TOP SECRET (SIGINT) / TRÈS SECRET (SIGINT) ☐

Government of Canada / Gouvernement du Canada

Contract Number / Numéro du contrat
EN578-055605-L
Security Classification / Classification de sécurité
UNCLASSIFIED

PART A *(continued)* / PARTIE A *(suite)*

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets?
Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS?
If Yes, indicate the level of sensitivity:
Dans l'affirmative, indiquer le niveau de sensibilité :
☑ No / Non ☐ Yes / Oui

9. Will the supplier require access to extremely sensitive INFOSEC information or assets:
Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate?
☑ No / Non ☐ Yes / Oui

Short Title(s) of material / Titre(s) abrégé(s) du matériel :

Document Number / Numéro du document :

PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)

10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis

☐ RELIABILITY STATUS / COTE DE FIABILITÉ	☐ CONFIDENTIAL / CONFIDENTIEL	☑ SECRET / SECRET	☐ TOP SECRET / TRÈS SECRET
☐ TOP SECRET - SIGINT / TRÈS SECRET - SIGINT	☐ NATO CONFIDENTIAL / NATO CONFIDENTIEL	☐ NATO SECRET / NATO SECRET	☐ COSMIC TOP SECRET / COSMIC TRÈS SECRET
☐ SITE ACCESS / ACCÈS AUX EMPLACEMENTS			

Special comments:
Commentaires spéciaux : _____

NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided.
REMARQUE : Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.

10. b) May unscreened personnel be used for portions of the work?
Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail?
☑ No / Non ☐ Yes / Oui

If Yes, will unscreened personnel be escorted:
Dans l'affirmative, le personnel en question sera-t-il escorté?
☐ No / Non ☐ Yes / Oui

PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)

INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS

11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises?
Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS?
☑ No / Non ☐ Yes / Oui

11. b) Will the supplier be required to safeguard COMSEC information or assets?
Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC?
☑ No / Non ☐ Yes / Oui

PRODUCTION

11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises?
Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ?
☑ No / Non ☐ Yes / Oui

INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)

11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data?
Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS?
☑ No / Non ☐ Yes / Oui

11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency?
Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale?
☑ No / Non ☐ Yes / Oui

PART C *(continued)* / PARTIE C *(suite)*

For users completing the form **manually** use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.
Les utilisateurs qui remplissent le formulaire **manuellement** doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form online (via the Internet), the summary chart is automatically populated by your responses to previous questions.
Dans le cas des utilisateurs qui remplissent le formulaire en ligne (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

SUMMARY CHART / TABLEAU RÉCAPITULATIF

Category Catégorie	PROTECTED PROTÉGÉ			CLASSIFIED CLASSIFIÉ			NATO				COMSEC					
	A	B	C	Confidential Confidentiel	Secret	Top Secret Très Secret	NATO Restricted NATO Diffusion Restreinte	NATO Confidential NATO Confidentiel	NATO Secret	COSMIC Top Secret COSMIC Très Secret	Protected Protégé			Confidential Confidentiel	Secret	Top Secret Très Secret
											A	B	C			
Information / Assets Renseignements / Biens	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Production	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
IT Media Support TI	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
IT Link Lien électronique	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?
La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉ et/ou CLASSIFIÉE?

☑ No / Non ☐ Yes / Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".
Dans l'affirmative, classifier le présent formulaire en indiquant le niveau de sécurité dans la case intitulée.

12. b) Will the document attached to this SRCL be PROTECTED and/or CLASSIFIED?
La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE?

☑ No / Non ☐ Yes / Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).
Dans l'affirmative, classifier le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquer qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).

ANNEX "E"
TBIPS BID SUBMISSION FORM

(to be filled in by Bidder)		
Bidder's full legal name		
Authorized Representative of Bidder for evaluation purposes (e.g., clarifications)	Name	
	Title	
	Address	
	Telephone #	
	Fax #	
	Email	
Bidder's Procurement Business Number (PBN) [*see the Standard Instructions 2003*]		
Jurisdiction of Contract: Province in Canada the bidder wishes to be the legal jurisdiction applicable to any resulting contract (if other than as specified in solicitation)	As per TBIPS Holder Supply Arrangement.	
Former Public Servants See the Article in Part 5 of the bid solicitation entitled Former Public Servant Certification for a definition of "Former Public Servant".	Is the Bidder a FPS in receipt of a pension as defined in the bid solicitation? Yes ____ No ____ If yes, provide the information required by the Article in Part 5 entitled "Former Public Servant Certification"	
	Is the Bidder a FPS who received a lump sum payment under the terms of a work force reduction program? Yes ____ No ____ If yes, provide the information required by the Article in Part 5 entitled "Former Public Servant Certification"	
Canadian Content Certification As described in the solicitation, bids with at least 80% Canadian content are being given a preference. [For the definition of Canadian goods and services, consult the PWGSC SACC clause A3050T]	On behalf of the bidder, by signing below, I confirm that [*check the box that applies*]:	
	At least 80 percent of the bid price consists of Canadian goods and services (as defined in the solicitation)	
	Less than 80 percent of the bid price consists of Canadian goods and services (as defined in the solicitation)	
Federal Contractors Program for Employment Equity (FCP EE) Certification: If the bidder is exempt, please indicate the basis for the exemption to the right. If the bidder does not fall within the exceptions enumerated to the right, the Program	On behalf of the bidder, by signing below, I also confirm that the bidder [*check the box that applies*]:	
	(a) is not subject to Federal Contractors Program for Employment Equity (FCP-EE), because it has a workforce of less than 100 permanent full or part-time employees in Canada;	

requirements do apply and the bidder is required either to: (a) Submit to the Department of HRSD form LAB 1168, Certificate of Commitment to Implement Employment Equity, DULY SIGNED; or (b) Submit a valid Certificate number confirming its adherence to the FCP-EE. Bidders are requested to include their FCP EE Certification or signed LAB 1168 with their bid; if this information is not provided in the bid, it must be provided upon request by the Contracting Authority during evaluation. For joint ventures, be sure to provide this information for each of the members of the joint venture.	(b) is not subject to FCP-EE, because it is a regulated employer under the *Employment Equity Act*;	
	(c) is subject to the requirements of FCP-EE, because it has a workforce of 100 or more permanent full or part-time employees in Canada, but has not previously obtained a certificate number from the Department of Human Resources and Skills Development (HRSD) (having not bid on requirements of $200,000 or more), in which case a duly signed certificate of commitment is attached; OR	
	(d) is subject to FCP-EE, and has a valid certification number as follows: _____ (and has not been declared an Ineligible Contractor by HRSD).	
Security Clearance Level of Bidder *[include both the CISD security clearance number, level and the date it was granted]*		
Security Clearance Level of Bidder's Individual Resources ***[add additional resources on another page, if required)*** i. Name of Individual as it appears on security clearance application:	i.	
ii. Level of security clearance obtained and expiry date:	ii.	
iii. Security Screening Certificate and Briefing Form file number	iii.	
On behalf of the bidder, by signing below, I confirm that I have read the entire bid solicitation including the documents incorporated by reference into the bid solicitation and I certify that: 1. The bidder considers itself and its products able to meet all the mandatory requirements described in the bid solicitation; 2. This bid is valid for the period requested in the bid solicitation; 3. All the information provided in the bid is complete, true and accurate; and 4. If the bidder is awarded a contract, it will accept all the terms and conditions set out in the resulting contract clauses included in the bid solicitation.		
Signature of Authorized Representative of Bidder		

Annex “F”

Non-Disclosure Agreement

I, _____ , recognize that in the course of my work as an employee or subcontractor of _____ , I may be given access to information by or on behalf of Canada in connection with the Work, pursuant to Contract Serial No. _____ between Her Majesty the Queen in right of Canada, represented by the Minister of Public Works and Government Services and _____ , including any information that is confidential or proprietary to third parties, and information conceived, developed or produced by the Contractor as part of the Work. For the purposes of this agreement, information includes but not limited to: any documents, instructions, guidelines, data, material, advice or any other information whether received orally, in printed form, recorded electronically, or otherwise and whether or not labeled as proprietary or sensitive, that is disclosed to a person or that a person becomes aware of during the performance of the Contract.

I agree that I will not reproduce, copy, use, divulge, release or disclose, in whole or in part, in whatever way or form any information described above to any person other than a person employed by Canada on a need to know basis. I undertake to safeguard the same and take all necessary and appropriate measures, including those set out in any written or oral instructions issued by Canada, to prevent the disclosure of or access to such information in contravention of this agreement.

I also acknowledge that any information provided to the Contractor by or on behalf of Canada must be used solely for the purpose of the Contract and must remain the property of Canada or a third party, as the case may be.

I agree that the obligation of this agreement will survive the completion of the Contract Serial No.: _____

_____

Signature

_____

Date