Part - Partie 1 of - de 2
See Part 2 for Clauses and Conditions
Voir Partie 2 pour Clauses et Conditions

Public Works and Government Services Canada

Travaux publics et Services gouvernementaux Canada

Title - Sujet	
Courseware Production Support Svcs	

Solicitation No. - N° de l'invitation	**Amendment No. - N° modif.**
W8486-137625/A	003

Client Reference No. - N° de référence du client	**Date**
W8486-137625	2013-07-18

GETS Reference No. - N° de référence de SEAG
PW-$MCT-006-4661

File No. - N° de dossier	**CCC No./N° CCC - FMS No./N° VME**
MCT-2-35127 (006)	

RETURN BIDS TO:
RETOURNER LES SOUMISSIONS À:

PWGSC/TPSGC Acquisitions
1045 Main Street
1st Floor, Lobby C
Unit 108
Moncton, NB E1C 1H1
Bid Fax: (506) 851-6759

SOLICITATION AMENDMENT
MODIFICATION DE L'INVITATION

The referenced document is hereby revised; unless otherwise indicated, all other terms and conditions of the Solicitation remain the same.

Ce document est par la présente révisé; sauf indication contraire, les modalités de l'invitation demeurent les mêmes.

Solicitation Closes - L'invitation prend fin		**Time Zone**
at - à **02:00 PM**		**Fuseau horaire**
on - le **2013-07-30**		Atlantic Daylight Saving Time ADT

F.O.B. - F.A.B.

Plant-Usine: ☐   Destination: ☐   Other-Autre: ☑

Address Enquiries to: - Adresser toutes questions à:	**Buyer Id - Id de l'acheteur**
Bourque, Annette	mct006

Telephone No. - N° de téléphone	**FAX No. - N° de FAX**
(506) 851-2325 ( )	(506) 851-6759

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

Comments - Commentaires

This document contains a security requirement.
Ce document contient une condition de sécurité.

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

Instructions: See Herein

Instructions: Voir aux présentes

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

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

Issuing Office - Bureau de distribution
NB / PEI Division - Moncton Acquisitions Office
1045 Main Street
1st Floor, Lobby C
Unit 108
Moncton, NB E1C 1H1

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**

Canada

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The purpose of the amendment is as follow:

1.   To provide the following questions and answers:

Question 22

The Learning Services SOSA Standing Offer No. E60ZH-070003/103/ZH accurately represents Courseware Development (ELearning) and the various resource streams, candidate levels of experience and educational qualifications, as well as, clearly identified tasks and subtasks associated with each of the streams.

The mandatory requirements for the requested 3D Multimedia Developer (3D MD) are not in line with the industry norm or the Learning Services SOSA. The client is in essence requesting a hybrid resource that possesses skill sets attributed to two (2) different but easily identifiable streams. These types of resources in areas with higher population numbers are at best difficult to find. In the geographical area/region where these services are being delivered 3D Multimedia Developers with the experience requirements (time and ability related to scripting and programming) needed are scarce and next to impossible to find.

Programming and scripting are in line with tasks and subtasks found in Stream 3 Custom ELearning Product Programmers at the Senior, Intermediate and Junior Levels. This is the reason that in this RFP the tasks of programming can be found in each of the ELPPs (Senior, Intermediate and Junior). This is in essence what they do. Furthermore the education required for performing the programming and scripting is significantly different than that of a 3D Modeller (Animator).

The Animator Stream (3.6.3 page 49 and 50 Learning Services SOSA) is reflective of what mandatory requirements the 3D Multimedia Developers would be expected to meet.

Lastly, 3D models and learning assets are being created, developed and implemented within a team environment. The programming and scripting of these models and assets is normally a task given to the product programmers to complete and not the 3D Developers.

One of the current mandatory requirements listed for the 3D Multimedia Developer (3D MD) is listed as:

8.1.1   Must have a minimum of three (3) years' experience programming and scripting functionality of real world objects, characters and equipment for use in real-time engines such as Unity and other gaming engines (amend 001 Q&A 10).

(a)   Will the Crown take the observation and industry perspective into account and remove mandatory requirement 8.1.1 from the 3D Multimedia Developer position?

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Answer 22

The Crown removes Annex D, M8, in its entirety, and replaces it with the following:

Title: "3D / Gaming Programmer (3 resources)"

8.1. "Must have a University degree (in any field) or a College diploma (in any field)."

8.1.1   "Must have a minimum of three (3) years experience programming and scripting functionality of real world objects, characters and equipment for use in real-time engines such as Unity and other gaming engines."

8.1.2   "Must have a minimum of three (3) years experience in object oriented programming such as C# and Java script."

8.1.3   "Resource must be proficient in English.
Note: Bidder must clearly identify in their proposal that each proposed resource meets the language requirement in order to be deemed compliant."

See Answer #23 (below) for further clarification.

Question 23

Fact - this very mandatory (8.1.1) has led to unsuccessful responses on previous tenders in the last 24 -36 months.

Is the Crown/Client willing to accept the risk of once again not receiving a compliant response from any of the potential companies that are interested in providing not only 3D Multimedia Developer services but all of the services in the RFP?

Answer 23

The Crown has re-written (and re-titled) Annex D, M8, in an attempt to better define the exact skill-set required for the three (3) resources.

The current Learning Services SOSA does not adequately describe a programmer who has skills / experience focussed in the 3D / Gaming field. The programmer Mandatory Requirements found in the SOSA are far more generic and do not meet the specific needs of the Crown. For these three (3) resources, the Crown is not looking for developers. The requirement is for programmers who are experienced in the 3D / gaming environment.

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The Crown believes that this type of resource exists within the gaming and 3D industries and potential contractors will be able to meet the revised requirements.

Question 24

The answer provided by the Crown to question #6 in the first amendment was NO. To be clear the question was pertaining to the actual Mandatory Requirements of 6.1, 6.1.1, and 6.1.2. The changing of the language requirement was not the intent.

These services are currently being provided by a Bilingual Quality Control candidate who is currently completing all tasks and subtasks identified in the RFP. Will the Crown amend the current mandatory requirements to reflect the mandatory criteria for the Bil QC position that is being provided now as follows:

Mandatory requirement for Bilingual Quality Control consultant currently providing Bil QC services. Contract # W8486-118526/A Contract title: Courseware Development Support

3.1   Must have a minimum of one (1) year experience within the last seven (7) years in any Canadian Forces Army School or Area Training Center environment. Provide a resume and summary of activities that enable verification of work experience.
3.2   Must have a minimum of one (1) year experience within the last seven (7) years providing military instruction in the French language at a minimum rank of either Captain (for Officers) or qualified DP3A Sergeant (for NCMs). Provide a resume and summary of activities that enable verification of work experience.
3.3   Must have a minimum of two (2) years of experience, within the last seven (7) years, editing and proofreading documents in English and French while working in an Army Environment at the rank of either Captain (for Officers) or qualified DP3A Sergeant (for NCMs). Provide resume and summary of activities that enable verification of experience.
3.4   Resource must be proficient in English and French. Provide resume and summary of activities that enable verification of language ability.

Answer 24

No.   As a result of the recent ALSC restructure, Quality Assurance and Quality Control functions will gain in importance and as such, the resources will need the requisite qualification / experience levels. Based on this fact, the Crown will not amend its Mandatory Requirements 6.1, 6.1.1, and 6.1.2.

Question 25

The number of CTAs identified to support courseware services for this RFP is 3. This is a significant decrease which equates to approximately 65% less support (8 candidates down to 3). CTAs play an integral role within the courseware teams and are key players in much of the

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development and success of projects to date. This reduction will have a direct impact on many projects and production levels. There are new projects that CTAs are being called upon to complete tasks such as the AKE. Will the Crown therefore reconsider this significant decrease and in turn increase the number of CTAs through one of the following options?

(a)   Increase CTAs positions by adding one (1) Bilingual CTA position

(b)   Increase CTAs by two (2) positions. One Bilingual CTA to work with the QC Bil and an additional CTA to carry on the same level of effort that is being currently provided to ALSC in Gagetown.

Answer 25

No.   The Crown's requirement is for three (3) CTA resources.

Question 26

Prior to the Bilingual Quality Control position that is currently being provided the tasks and subtasks associated with Quality Control were being provided by Subject Matter Expert/Courseware Technical Advisor Bilingual. Will the Crown/Client allow for the experience gained by the SME/CTA to be used in Mandatory Requirement 6.1, 6.1.1, 6.1.2?

Answer 26

No.   See Answer #24.

Question 27

Please refer to mandatory requirement 2.2.3 Intermediate Instructional Designer which states "Must have a minimum of two (2) years experience in the instructional design of eLearning product within the last three (3) years " and mandatory requirement 2.3.3 Junior Instructional Designer which states "Must have a minimum of one (1) year experience in the instructional design of eLearning product within the last two (2) years". The timeframes for the windows of experience specified are quite restrictive (i.e. 2 years within 3 and 1 year within 2. While we appreciate that currency is paramount, would the Crown consider amending the requirements to "two (2) years within the last four (4) years" for the Intermediate position and "one (1) year within the last three (3) years" for the Junior position? By doing so, the experience window will permit a greater selection of candidates who are still current within their field of expertise.

Answer 27

Yes.   The Crown amends Annex D paragraph 2.2.3 to read:

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"Must have a minimum of two (2) years experience in the instructional design of eLearning product within the last four (4) years."

And

The Crown amends Annex D paragraph 2.3.3 to read:

"Must have a minimum of one (1) year experience in the instructional design of eLearning product within the last three (3) years."

Question 28

Please refer to mandatory 7.1.1, 7.2.1 and 7.3.1 (Senior, Intermediate and Junior E-Learning Product Programmers). Would the Crown consider adding the following to the list of educational equivalencies?

"   Diploma of Technology in Business Technology - obtained at the University of Cape Breton
"   Classical Animation Diploma - obtained at Sheridan College
"   Diploma of Advanced Studies in Applied Arts - obtained from NBCC
"   Certificate of Achievement in Applied Arts and a Certificate of Achievement in Applied Arts Internship Production - obtained from NBCC
"   Diploma in Graphic Design and Game Art & Design / Flash Programming - obtained from MacKenzie College
"   Certificate in Electronic Data Development- obtained from NBCC
"   Information Technology Programmer Analyst Diploma
"   Data Processing Technology Diploma

Answer 28

The Crown amends Annex D paragraphs 7.1.1, 7.2.1 and 7.3.1 to add the following to the list of educational equivalencies:

" -   Diploma of Advanced Studies in Applied Arts - obtained from NBCC"
" -   Certificate of Achievement in Applied Arts and a Certificate of Achievement in Applied Arts Internship Production - obtained from NBCC"
" -   Diploma in Graphic Design and Game Art & Design / Flash Programming - obtained from MacKenzie College"

Question 29

Please refer to the Junior ELPP mandatory 7.3.2 where it states the resource must have a minimum of two (2) years experience within the last three (3) years using Rapid eLearning tools such as Adobe Illustrator, Adobe Photoshop, Adobe Dreamweaver, or Adobe Flash. Would the

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crown consider removing 'within the last three years' to line up with the requirements of the Senior and Intermediate Programmers where there is no timeframe window for that requirement?

Answer 29

Yes. The Crown amends Annex D paragraph 7.3.2 to read:

"   Must have a minimum of two (2) years experience using rapid eLearning tools such as Adobe Illustrator, Adobe Photoshop, Adobe Dreamweaver, or Adobe Flash"

Question 30

Please refer to Q&A number 5 where it states 'The only internship experience that is acceptable to the Crown is that of an individual who has successfully graduated as an Extended Intern from the New Brunswick Community College / DND Applied Studies Internship program (ASIP). Note: The ASIP was previously known as "The Advanced Applied Arts Diploma". Extended Intern graduates from that program are also acceptable.' Would the Crown also accept internship experience from a candidate who possesses a Certificate of Achievement in Applied Arts and a Certificate of Achievement in Applied Arts Internship Production obtained from NBCC to meet the years of experience requirement?

Answer 30

No.   To be acceptable to the Crown, the individual must have successfully completed the Extended Intern portion.

Question 31

Please refer to Part 6 - Security, Financial and Other Requirements, para 1.2 which states "Any delay in the award of a contract … will be at the entire discretion of the Contracting Authority". On previous solicitations (i.e, W2037-120070/A; W2037-100055/A, W2037-100054/B, W8486-118516/A) and the resulting contracts for similar services the requirement for personnel security clearances has been at the Reliability Status level, and many individuals are currently providing these services to the ALSC with a Reliability Status clearance. It is the Bidder's experience that Secret status is currently taking at least 8 months to complete, which means that at the estimated time of contract award, many resources will still be waiting for their clearance to go through. Please confirm that it is acceptable for the proposed personnel to possess a valid Reliability Status clearance at bid closing with Secret pending at the time of contract award.

Answer 31

It is not mandatory that the bidder hold the necessary security clearances at the date of bid closing. The bidder has until contract award to obtain the necessary security.

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Upon receipt of the required security clearance the appointed Company Security Officer can submit personnel screening forms to the Industrial Security Services for their employees.

For additional information on security requirements, bidders should consult the link: http://ssi-iss.tpsgc-pwgsc.gc.ca/index-eng.html

Security Requirement remains unchanged.

Question 32

The RFP identifies the educational requirements for the LMS as follows:
4.2 Must have a certificate/diploma in any of the following: Digital Multimedia, Computer Science, Information Technology or equivalent*.

*Education Equivalent:
o Certificate in Digital Communications (Includes Multimedia, Web Design, Programming, Development and Graphic Arts)
o Information Technology Diploma
o Certificate in Interactive Multimedia
o Certificate in Media Studies
o Certificate in Web Based Technology & Certificate in Instructional System Design
o Computer Science Degree
o Certificate in Web Based Teaching & Certificate in Instructional System Design
o Certificate in Applied Information Technology (AIT)

Will the client continue to accept as equivalents the following educational certification of the incumbents:

o Masters in Education (Major in Instructional Design)
o Diploma in Creative Graphics
o Certificate of Digital Media Design and Production
o Certificate in Web Programming
o Certificate in Software Development

Answer 32

The Crown amends Annex D paragraphs 4.2.1 to add the following to the list of educational equivalencies:

o Masters in Education (Major in Instructional Design)
o Diploma in Creative Graphics
o Certificate of Digital Media Design and Production
o Certificate in Web Programming

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o Certificate in Software Development

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2.   To remove the following service from the solicitation:

DELETE: Graphic Designer

----

3.   To extend the Closing date as follow:

Reference: Closing date appearing on page one of the solicitation document

DELETE the closing date of 2013-07-23 02:00 PM ADT
INSERT the revised closing date of 2013-07-30 02:00 PM ADT

----

4.   To amend the clause - Enquiries - Bid Solicitation

DELETE:
All enquiries must be submitted in writing to the Contracting Authority no later than 10 calendar days before the bid closing date. Enquiries received after that time may not be answered.

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.

INSERT:
All enquiries must be submitted in writing to the Contracting Authority no later than 10 calendar days before the initial bid closing date of 2013-07-23. Enquiries received after that time may not be answered.

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.

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5.   To provide the following annexes:

Annex A - Sol Amd 3
Annex B - Sol Amd 3
Annex D - Sol Amd 3

If your bid has already been forwarded and you wish to revise same, this revision should be sent either in a sealed envelope and mailed or by facsimile (506) 851-6759 before the appropriate closing date. The solicitation number and the closing date are to be shown on the outside of the sealed envelope or on the facsimile transmission.

All other terms and conditions remain unchanged.

ANNEX "A" – Sol Amd 003
STATEMENT OF WORK

ARMY LEARNING SUPPORT CENTRE
OMNIBUS SERVICES FOR COURSEWARE PRODUCTION
STATEMENT OF WORK

1.0   SCOPE

1.1   Purpose

The Department of National Defence (DND) has a requirement for a service provider to supply resources capable of developing and supporting courseware projects by providing e-learning production, distribution and related support services to the Army Learning Support Center (ALSC).

1.2   Background

The Combat training Centre (CTC) mission is to support Army readiness and modernization through the conduct of Army individual training, the preservation of individual training standards, and maintenance of assigned Centre of Excellence (CoE) responsibilities. Recent increased candidate throughput and projected future requirements have and will continue to result in significant training overloads on the instructional staff at all of the CTC Training Establishments (TEs).

The ALSC's e-learning production capability has been augmented with "contracted-in" support since 2007, and this production model has proven itself a key solution provider for increased student throughput challenges. ALSC contracted support to courseware production has been in the form of teams consisting of Project Managers (PMs), Instructional Designers (IDs), Courseware Technical Advisors (CTAs -formerly Subject Matter Experts (SMEs)), Learning Management System (LMS) Administrators, Quality Assurance (QA), Quality Control (QC) consultant, E-Learning Product Programmers (ELPPs) and 3D Multimedia Developers (3D MD).

1.3   Terminology

a.   "DND" means Department of National Defence
b.   "PWGSC" means Public Works and Government Services Canada
c.   "CFB" means Canadian Forces Base
d.   "ALSC" means Army Learning Support Center
e.   "CTC" means Combat Training Centre
f.   "TA" means DND Technical Authority
g.   "DWAN" means Defence Wide Area Network
h.   "IT" means Information Technology
i.   "the client" means Department of National Defence
j.   "CoE" means Centre of Excellence
k.   "TE" means Training Establishment
l.   "PM" means Project Managers
m.   "ID" means Instructional Designer
n.   "LMS" means Learning Management System
o.   "CTA" means Courseware Technical Advisor
p.   "SME" means Subject Matter Expert
q.   "QA" means Qualify Assurance
r.   "QC" means Quality Control
s.   "ELPP" means E-Learning Product Programmer
t.   "3D MD" means 3D multimedia Developers
u.   "GD" means Graphic Designer
v.   "OC" means Officer Commanding

w.   "TDO" means Training Development Officer
x.   "CDevO" means Courseware Development Officer
y.   "PMO" means Project Management Office
z.   "EL/DL" means Electronic Learning / Distance Learning
aa.   "OPI" means Office of Primary Interest
bb.   "PO" means Performance Objective
cc.   "TP" means Training Plan
dd.   "IAW" means In Accordance With
ee.   "SOP" means Standard Operating Procedure
ff.   "VBS2" means Virtual Battle Space
gg.   "MA" means Managing Authority
hh.   "DLN" means Defence Learning Network
ii.   "CMS" means Content Management System
jj.   "SCO" means Sharable Content Object
kk.   "SCORM" means Sharable Content Object Reference Model
ll.   "LCMS" means Life Cycle Material Specialist
mm.   "WCAG" means Web Content Accessibility Guidelines
nn.   "PMF" means Performance Measurement Framework
oo.   R&D means Research and Development
pp.   "INDOC" means Indoctrination
qq.   "DWAN" means Defence Wide Area Network

2.0   REQUIREMENT

The contractor will provide the following services, within the required timelines identified in the DND 626 Task Authorization, in order to meet the contract requirements. All services will be conducted within the ALSC, CTC Gagetown, Oromocto, NB:

a)   Six (6) Project Managers (PM);

    i.   One (1) Senior PM,
    ii.   Five (5) Intermediate PM

b)   Twenty-seven (27) Instructional Designers (ID);

    i.   One (1) Senior ID
    ii.   Ten (10) Intermediate ID
    iii.   Sixteen (16) Junior IDs

c)   Three (3) Courseware Technical Advisors (CTA)

d)   Six (6) Learning Management System (LMS) Administrators;

    i.   One (1) Senior LMS Administrator
    ii.   Five (5) Intermediate LMS Administrators

e)   One (1) Bilingual Quality Assurance (QA) consultant

f)   One (1) Bilingual Quality Control (QC) consultant

g)   Thirteen (13) E-Learning Product Programmers (ELPP);

    i.   One (1) Senior ELPP
    ii.   Eight (8) Intermediate ELPP

   iii. Four (4) Junior ELPP

 h) Three (3) 3D Multimedia Developers (3D MD)

3.   **RESOURCE TASKS**

3.1   **Project Managers (PM)**

3.1.1   **Intermediate PM**

3.1.1.1 Tasks

Task of an Intermediate PM resource include, but are not limited to:

a) The PM, working with ALSC staff and TE stakeholders, is responsible for the project management of multiple courseware development projects at one time. The PM will manage courseware production requirements from a PM perspective to include analysis, planning, content acquisition, design, development, quality control/assurance, implementation, monitoring, and performance measurement. Using multi-disciplinary e-learning project teams consisting of instructional designers, developers, school subject matter experts, interns and other resources, the PM will ensure that the roll-out of courseware development projects occurs within the forecasted timelines/deadlines, adheres to ALSC production methodology and project management guidelines and conforms to the quality standards set by the OC ALSC.

b) Assess the objectives for the learning project, determine budgetary / resource requirements, the composition and responsibilities of the project team in conjunction with ALSC management and Training Establishment (TE) Standards Staff.

c) Manage the project, during the development, implementation and operational start-up by ensuring that resources from all service areas are made available and that the total system operates within agreed ALSC time, cost and performance parameters.

d) Report progress of the projects, and seek approval, on an ongoing basis to Senior Project Manager, and at scheduled milestones to the sponsors of the project.

e) Evaluate the project, in conjunction with Training Development Officers (TDO) to determine technical feasibility, functional adequacy, and estimated cost and timelines for implementation and operation.

f) Meet with ALSC management, TE Standards Staff, program managers, and other officials.

g) Develop, implement and maintain the currency of Project Plans, registries, dashboards, and schedules. Prepare/Update plans, charts, tables, diagrams/dashboards to assist in analyzing or displaying problems and performance measures, work with a variety of scientific, business or andragogical tools.

h) Provide suggestions to senior management regarding innovations which could be adapted to improve process within the work environment.

i) Ensure that project team members (including Interns) adhere to the project development life-cycle, ALSC methodologies, standards and guidelines to produce consistent quality products.

j) Develop and write proposals, position papers and/or technology strategy documents as required by the deliverables of each assignment.

k) Liaise with Senior Project Manager and ALSC management regarding the identified issues, recommend preferred solutions and provide an overall project plan including priorities, schedule, cost and staffing estimates.

l) Manage project teams and liaise with Senior Project Manager any staffing issues/deficiencies that may impact project quality, team cohesiveness and deadlines.

m) Work with and mentor intern(s) in support of the Internship program and ALSC project requirements.

n) Prepare detailed project plans to address the issues in an efficient manner, including mandate, organization, staff, schedule, cost, and reporting system.

o) Specify any required changes to plans or activities in order to ensure coordinated and effective effort to achieve the overall project goal.

p) Maintain an effective status and reporting system for monitoring planned versus actual situation and for keeping Senior Project Manager and ALSC management advised.

q) Specify and recommend to the Senior Project Manager, changes to planned activities, schedules or costs within the original project plan which may improve efficiency and production.

r) Work without supervision with a responsibility for liaison with Senior Project Manager.

s) Perform cost benefit analysis for alternatives and potential solutions to courseware technical and/or business problems.

t) Complete specific monthly deliverables as indicated in the DND 626 Task Authorization.

3.1.1.2 Sub-tasks

While supporting the key tasks identified above, the PM consultant will also be requested to perform the following sub-tasks on an as and when requested basis:

a) Provide recommendations on alternative approaches and courses of action to the Senior Project Manager for those issues outside the span of control of the PM.

b) Provide courseware production performance measurement data to the ALSC Performance Officer as directed and support the ongoing evolution of the ALSC Performance Measurement Framework (PMF) and reporting cycle.

c) As requested, prepare comprehensive analyses, briefings, reports and presentations on issues as directed by the Courseware Officer/OC ALSC.

d) Provide all stakeholders with sufficient understanding of issues, trends and service requirements to be able to anticipate evolving trends, initiatives and requirements. Share innovative developments and practices with the development team.

3.1.2   Senior PM

3.1.2.1   Tasks

STATEMENT OF WORK

Tasks of a Senior PM resource include all tasks of an Intermediate PM, but are not limited to:

a) The Senior PM, working with ALSC Courseware Development Officer, is responsible for the management of contract team and to ensure the delivery of courseware development projects occurs within the forecasted timelines/deadlines, adheres to ALSC standards.

b) Advise and provide guidance and decision-making on major issues related to the execution and delivery of Courseware projects.

c) Maintain an ongoing work plan and ensure that all work carried out is in alignment with the goals and objectives of the ALSC.

d) Assist ALSC management team for planning, budgeting and other general management issues, as well as in mentoring others in project management practices.

e) Report progress of the projects to DND Courseware Development Officer (CDevO), and seek approval, on an ongoing basis to ALSC management, and at scheduled milestones to the sponsors of the project.

f) Liaise with CDevO and Contractor regarding any staffing issues/deficiencies that may impact project quality, team cohesiveness and deadlines.

g) Liaise with PMs to allocate the right team at the right time to ensure ALSC projects are able to meet their objectives effectively and efficiently.

h) Specify and recommend to the CDevO, changes to planned activities, schedules or costs within the original project plan which may improve efficiency and production.

i) Lead the PMO (Project Management Office) to establish project management processes, standards and tools

3.2   Instructional Designers (ID)

3.2.1   Junior ID

3.2.1.1   Tasks

Tasks of a Junior ID resource include, but are not limited to:

a) Using ALSC process and standards, storyboard EL/DL products as prioritized by ALSC leadership in terms of content, media, learner profiles, instructional methods and levels of knowledge.

b) Liaise with courseware project Subject Matter Experts (SMEs) and Offices of Primary Interest (OPIs) for content acquisition, clarification, and overall alignment of EL/DL content to the desired performance objectives (POs) in accordance with the mandated Training Plan (TP). These SMEs and OPIs can be part of the ALSC team or TE personnel.

c) Advise and liaise with the production and quality assurance teams during product design, development, release and evaluation phases, including but not limited to contributing to learner assessment products, QC checks complete with verifications, and peer review.

d) Assist Intermediate ID in conducting QC reviews if required.

e)   Synthesize content into creative, sound instructional design that is cognitively engaging.

f)   Write assessment questions appropriate to the level of learning, matching the learning objectives.

g)   Work cooperatively with multi-disciplinary project teams consisting of DND civilian and military personnel, interns, and other contractors.

h)   Participate in appropriate planning processes, meeting and working groups dealing primarily with the overall project, the project team and matters pertaining to general courseware production and the content review and revision cycles.

i)   Ensure consistency and maintain documentation for specific style guidelines (i.e., project specific or school specific style guides).

j)   Prepare courseware text documents to be sent to translation.

k)   Support development of the project plan and schedule.

l)   Assist in the design the learning solution and prepare both high level and detailed design documents.

m)   Assist in the design and support the development of prototypes and beta test products and ensure compliance with specifications and standards.

n)   Liaise with development staff as needed prior to and during production (ie. to refine media specifications, to clarify storyboards and to share updates or changes).

o)   Identify potential obstacles, scope changes or impact on deliverables.

3.2.1.2   Sub-tasks

While supporting the key tasks identified above, all Junior IDs will also be requested to perform the following sub-tasks on an as and when requested basis:

a)   Assist in conducting background research and content analysis from a design perspective.

b)   Assist project lead ID on assigned project/projects documents.

c)   Assist team in inputting French/English translation to courseware to create ALSC bilingual products when required.

d)   Assist in the review of source materials, interview subject matter experts and conduct other related activities to identify and acquire the necessary content for courseware design and development.

e)   Ensure course objectives including assessment strategies, are mapped from the TP and design documents.

f)   Complete specific monthly deliverables as mandated by the CDevO or his delegate.

g)   Collaborate with the client and E-Learning Product Programmers (ELPPs) in the creation, review and refinement of Courseware Prototypes and Beta Tests.

h)   Work with the PM to develop effort estimates for courseware production tasks, to include daily time tracking using automated software.

i) Assist in providing advice, interpretation, and guidance and deliver presentations on courseware or project-related issues.

j) Assist in supporting resolution to key project-specific issues, providing advice on alternative strategies and approaches.

k) Support the ALSC vision, and contribute to strategies and courses of action.

l) Assist in providing support when required in the areas of:
   a. Architecture
   b. Design
   c. Tools
   d. Standards
   e. Trends and Theories

m) Support leadership on the resolution of issues.

n) Foster positive relationships with representatives of other Sections, TEs and Project teams to develop a broad professional knowledge of issues, trends and service requirements to anticipate evolving trends, initiatives and requirements.

o) Assist in performing ID peer reviews on storyboards (IAW QA and ID standards and SOPs).

p) Work with and mentor intern(s) in support of the Internship program and ALSC project requirements.

3.2.2   Intermediate ID

3.2.2.1   Tasks

Tasks of an Intermediate ID resource include all tasks of a Junior ID but are not limited to:

a) Conduct QC reviews and report any issues to Project Manager.

b) Participate in appropriate planning processes, meeting and working groups dealing primarily with the overall project, the project team and matters pertaining to general courseware production and the content review and revision cycles.

c) Support development of the project plan and schedule.

d) Design the learning solution and prepare both high level and detailed design documents.

e) Design and support the development of prototypes and beta test products and ensure compliance with specifications and standards.

f) Oversee two-three projects as project Lead ID and report information as necessary.

g) Support follow up of product from QC, QA to final sign off.

3.2.2.2   Sub-tasks

While supporting the key tasks identified above, all Intermediate IDs will also be requested to perform the following sub-tasks on an as and when requested basis:

a) Conduct background research and content analysis from a design perspective.

b) Act as project lead ID on assigned project/projects and mentor/support Junior IDs in the development of ALSC products.

c) Review source materials, interview subject matter experts and conduct other related activities to identify and acquire the necessary content for courseware design and development.

d) Ensure course objectives including assessment strategies, are mapped from the TP and design documents.

e) Complete specific monthly deliverables as mandated by the Courseware Development Officer or his delegate.

f) Collaborate with the client and Multimedia Developers in the creation, review and refinement of Courseware Prototypes and Beta Tests.

g) Work with the Project Manager to develop and maintain Project Plans, Project Schedules and effort estimates for courseware production tasks, to include daily time tracking using automated software.

h) Provide advice, interpretation, and guidance and deliver presentations on courseware or project-related issues.

i) Support resolution to key project-specific issues by providing advice on alternative strategies and approaches.

j) Support the ALSC vision, and contribute to strategies and courses of action.

k) Providing support when required in the areas of:
    a. Architecture
    b. Design
    c. Tools
    d. Standards
    e. Trends and Theories

l) Perform ID peer reviews on storyboards (IAW QA and ID standards and SOPs).

3.2.3   Senior ID

3.2.3.1   Tasks

Tasks of a Senior ID resource include all tasks of an Intermediate ID, but are not limited to:

a) Conduct senior courseware reviews and audits to ensure quality and adherence to ALSC's Standards and Peer Review SOPs.

b) Advise on designing course content by incorporating appropriate instructional treatments and media.

c) Advise on the creation of design specifications, prototypes, standards and templates.

d) Review and prepare assessments, training materials for and assist in conducting all new hiring Indoc/Orientation and support.

e) Conduct and participate in ID, Developer and Courseware Production meetings.

f) Conduct periodic audits of designs and storyboards to ensure quality. Where necessary by ID skill/experience level, approve design deliverables prior to their submission to the client.

g) Assist in conducting needs assessments, feasibility assessments, and focus groups when requested.

3.2.3.2   Sub-tasks

While supporting the key tasks identified above, the Senior ID consultant will also be requested to perform the following sub-tasks on an as and when requested basis:

a) Provide direction and support to projects and the ALSC as a whole in the areas of:
   a. Architecture
   b. Design
   c. Tools
   d. Standards
   e. Trends and Theories
   f. INDOC

b) Organize and chair ID team meetings when required, ensuring that meeting minutes are posted to DNDLearn and all individuals follow through with assigned action items.

c) Document the above items to communicate all information goes to all IDs and kept up-to-date, and work with ALSC to incorporate new trends and developments into its processes.

d) Provide direction for training to individual IDs or groups of IDs to fill performance gaps or to implement new design trends.

e) Assist in Communication of ALSC policy and process to new IDs.

f) Identify any ID performance issues to Senior Project Manager and CDevO.

g) Provide input to the CDEVO/Senior PM in allocation of ID resources.

h) Provide consultation and/or instructional design expertise to clients, project managers, management, visitors as required.

i) Provide consultation, presentations, demonstrations and instructional design expertise to visitors and clients as required.

j) Provide consultation with CDEVO or delegate for improved effectiveness and efficiencies within CDEV/ALSC as needed.

k) Liaise with other ALSC sections to facilitate solutions where appropriate (project appropriate/impact).

3.3   Courseware Technical Advisors (CTA)

3.3.1   Tasks

Tasks of a CTA resource include, but are not limited to:

a) Assist in forming the linkage among the Courseware Development Team, and TE staff to facilitate the transfer of knowledge from the TE to the Courseware Development Team to allow the team to develop effective and accurate courseware development packages for use by the TE.

b) Explain training activities and objectives to the production team to assist them in the development of accurate and effective courseware.

c) Maintain familiarity with the subject matter of courses which are currently being taught by the respective TE in which they are a CTA consultant.

d) Ensure the quality of the content produced in terms of accuracy and effectiveness.

e) Assist the courseware Development Team's Project Manager, Instructional Designer and Multimedia Developers, to develop appropriate and effective courseware material by providing expert advice on the course under consideration.

f) Assist in the preparation of project timelines, courseware material and documentation, lesson plans, training plans, training scenarios, and related learning packages.

3.3.2 Sub-tasks

While supporting the key tasks identified above, the CTA resource will also be requested to perform the following sub-tasks on an as and when requested basis:

a) Respond to support requests from the Project Manager and Instructional Designer.

b) Provide feedback to the Courseware Development Team on issues related to the course or training activity under consideration.

c) Research and work with client to provide required resource material to the development team.

d) Collaborate with assigned Training Development Officer (TDO, TE Standards Cell, Chief Instructors, Course Officers and Warrant Officers, Instructors, and other clients in the creation, review and refinement of courseware, training plans, lesson plans and training scenarios.

e) Provide advice, interpretation, guidance, and deliver presentations on training-related issues, trends and direction to internal and external clients and other stakeholders to facilitate understanding and cooperation.

f) Maintain close liaison with all other TE SMEs to ensure courseware development activities are not being needlessly duplicated by other TE and Courseware Development Teams.

g) Contribute to departmental plans, service delivery and monitoring frameworks, policies and strategic direction. This information is used by management to support adjustments to operational plans and resource allocations, to meet service delivery requirements and objectives with regards to current and future training program direction, to modify training programs to meet the specific needs of external clients, and to support governmental and private sector business development decision-making.

h) Provide subject matter expertise to project teams and working groups involved in the analysis and development of Distributed Learning and E-Learning products and initiatives; this includes the delivery of briefings and presentations to management committees on project-related innovation, direction and issues.

i) Initiate and foster positive relationships with representatives of other sections, TEs and management to develop a critical knowledge of issues, trends and service requirements to anticipate evolving trends, initiatives and requirements. Share innovative developments and practices with the development team.

j) Complete specific monthly deliverables as mandated by the DND 626 Task Authorization.

k) Provide recommendations for the development and implementation of new or modified training policies, strategic direction, service delivery and monitoring frameworks in order to improve the efficiency and effectiveness of training programs.

l) Catalogue, Metadata and archive ALSC assets on DND network.

m) Provide subject matter expertise and support to project teams involved in the analysis and development of VBS2 (Virtual Battle Space) machima's (3d video movies) for use in Distributed and E-Learning products.

n) Work with, review and mentor intern(s) in support of the Internship program and ALSC project requirements.

3.4   Learning Management System (LMS) Administrators

3.4.1   Intermediate LMS Administrators

3.4.1.1   Tasks

Tasks of an Intermediate LMS Administrator include, but are not limited to:

a) Manage the Army's LMS, DNDLearn, at the school level, under the Army LMS Managing Authority (MA) within the ALSC, Tactics School, CTC Gagetown.

b) Provide the professional knowledge, advice and standards necessary to assist the schools in the efficient management of the LMS.

c) Administer the LMS and develop new and innovative ways to expand the functionality of DNDLearn, to include interaction with the ALSC's Content Management System.

d) Assist with the transition from DNDLearn to (D2L) to DNDLearn / Defence Learning Network (DLN).

e) Communicate regularly with the Army LMS MA, analyze complex tasks and problem solve in a team environment consisting of a school staff (instructors, standards staff, Courseware Technical Advisors (CTA), courseware developers, Instructional Designers (IDs)), other school administrators and ALSC staff.

f) Share innovative developments and practices with the development team.

g) Manage and maintain the information within the Content repository in each of the school environments, working under the Army LMS MA in support of Army Individual Training.

3.4.1.2   Sub-tasks

While supporting the key tasks identified above, the intermediate LMS administrator will also be requested to perform the following sub-tasks on an as and when requested basis:

a) Support the ALSC vision, and contribute to strategies and courses of action to support the vision.

b) Assist in providing support when required in the areas of:
- Architecture
- Design
- Tools
- Standards
- Trends and Theories

c) Support leadership on the resolution of issues, and the development, selection, implementation and management of resolution strategies.

d) Foster positive relationships with representatives of other Sections, TEs and Project teams to develop a broad professional knowledge of issues, trends and service requirements to anticipate evolving trends, initiatives and requirements.

3.4.1.2.1   Sub-tasks for DNDLearn related sub-tasks:

a) Input and monitor user accounts (creating, enrolling, updating profiles, etc).

b) Be the first point of contact for school staff for technical difficulties within DNDLearn.

c) Promote adherence to DNDLearn Standard Operating Procedures (SOPs) with the support/oversight of the Army MA.

d) Raise school staff awareness of emerging capabilities within the LMS.

e) Advise on the use of existing and new capabilities of the LMS.

f) Inform school staff on training requirements for instructors, developers, learners, etc.

g) Communicate with the Army LMS MA on ongoing problems, best practices, lessons learned, and any improvements to the existing SOPs.

h) Build and maintain positive working relationships among school and ALSC staff.

i) Raise awareness and promote the LMS in the school.

j) Build and maintain new tools for DNDLearn (LMS).

3.4.1.2.2   Sub-tasks for Content Repository related sub-tasks:

a) Input information into the content management system (CMS).

b) Be the point of contact for school staff for technical difficulties with the repository.

c) Promote adherence to repository Standard Operating Procedures (SOPs) with MA support/oversight.

3.4.2   Senior LMS Administrator

3.4.2.1   Tasks

Tasks of a Senior LMS Administrator resource include all tasks of an Intermediate LMS Administrator, but are not limited to:

a)   The Senior LMS Administrator, working with ALSC Online Learning Officer, is responsible for the management of LMS Administrators and to ensure the management of courses on the LMS projects occurs within the forecasted timelines/deadlines, and adheres to ALSC standards.

b)   Advise and provide guidance and decision-making on major issues related to the execution and delivery of products and the LMS environment.

c)   Maintain an ongoing work plan and ensure that all work carried out is in alignment with the goals and objectives of the ALSC.

d)   Assist ALSC management team for planning, budgeting and other general management issues, as well as in mentoring others in project management practices.

e)   Report progress of the projects to Online Learning Officer, and seek approval, on an ongoing basis to ALSC management, and at scheduled milestones to the sponsors of the project.

f)   Liaise with Online Learning Officer and Contracting Company any staffing issues/deficiencies that may impact project quality, team cohesiveness and deadlines.

g)   Specify and recommend to the Online Learning Officer, changes to planned activities, schedules or costs within the original project plan which may improve efficiency and production.

h)   Complete specific monthly deliverables as mandated by the Online Learning Officer or his delegate to the required ALSC standards (as outlined in ALSC SOPs.).

i)   Provide advice, interpretation, and guidance and deliver presentations on LMS or project-related issues.

j)   Support resolution to key project-specific issues, providing advice on alternative strategies and approaches.

k)   Perform, as requested, peer reviews on LMS administrator performance and advise Contracting Company of any issues.

3.5   Quality Assurance Consultant

3.5.1   Tasks

Tasks of a bilingual QA consultant include, but are not limited to:

a)   Developing a Quality Assurance (QA) plan, including:

- Quality standards, methodologies, procedures and tools for performing the quality assurance activities
- Resources, schedule and responsibilities for conducting the QA activities
- Selected activities and tasks for supporting processes, such as verification, validation, joint review, audit and problem resolution

b)   Developing quality assurance test plan(s), including alpha, beta and pilot testing.

c)   Implementing Quality Assurance test plan(s), including:

- Testing eLearning programs for conformity to client approved design documents, instructional standards, guidance and specifications, scripts and storyboards

- Testing the eLearning program for interactivity, functionality and programming bugs
- Assuring grammatical and spelling accuracy in English, French, or both languages in accordance with the requirement
- Ensuring consistency throughout the Learning product in presentation and style including use of colors, fonts, formats, navigation architecture & strategy, modularization, consistency between English and French versions
- Ensuring consistency with guidelines, conventions, taxonomies and / or best practice in the use of metadata
- Testing for SCORM (Sharable Content Object Reference Model) conformance in an approved LMS/LCMS testing environment
- Testing for WCAG (Web Content Accessibility Guidelines) conformance (for the applicable criteria)
- Performing testing of eLearning programs to ensure they function as planned in the client LMS/LCMS environment
- Recording the results of all QA interventions and making them available to the Technical Authority
- Writing reports based upon the results of the QA Test Plan

3.5.2 Sub-tasks

While supporting the key tasks identified above, the bilingual QA consultant will also be requested to perform the following sub-tasks on an as and when requested basis:

a) Provide recommendations on alternative process approaches and courses of action to the ALSC.

b) Maintain courseware production performance measurement data and support the ongoing evolution of the ALSC Performance Measurement Framework (PMF) and reporting cycle.

c) Complete specific monthly deliverables as mandated by the DND 626 Task Authorization.

d) As required, QA resource will participate in committees and act as an expert advisor to ALSC management on QA process and testing. The QA resource may also have to deliver briefings and presentations to management committees on QA process and issues.

e) As requested, prepare comprehensive analyses, briefings, reports and presentations on issues as directed by the OC ALSC.

f) Initiate and foster positive relationships among school project teams and ALSC staff, ensuring all stakeholders have a sufficient understanding of issues, trends and service requirements to be able to anticipate evolving trends, initiatives and requirements. Share innovative developments and practices with the development team.

g) Support the resolution of key project-specific issues, providing advice on alternative strategies and approaches from a QA perspective.

h) Support the ALSC vision, and recommend strategies and courses of action to support the vision.

i) Work with and mentor intern(s) in support of the Internship program and ALSC project requirements.

3.6   Bilingual Quality Control Consultant

3.6.1 Tasks

STATEMENT OF WORK

Tasks of a bilingual QC consultant resource include, but are not limited to:

a) The QC Consultant will perform quality control reviews of existing and current eLearning projects from an instructional design and development perspective against ALSC Courseware specifications and guidelines.

b) The QC ID will liaise with the courseware team for clarification or other issues as required in regards to content testing or reviews.

c) As required, the QC ID will participate in committees and act as an expert advisor to ALSC management on QC process and testing. The QC consultant may also have to deliver briefings and presentations to management committees on QC process and issues.

d) In conjunction with QA consultant the QC Consultant will represent the QC section as necessary in collaborative sessions within and when required, outside the ALSC.

e) Support the QC process in ensuring all ALSC courseware is quality controlled in accordance with approved processes and procedures, to the quality set by the Officer Commanding (OC) ALSC.

f) Review and ensure all French text referring to Canadian Army terms, definitions, equipment, weapons, etc meets the Standard and the intent.

g) Liaise with ALSC Courseware Development Officer, QA consultant, CTA consultants, TE SMEs and others as required to obtain approval for release of quality assured bilingual text.

3.6.2 Sub-tasks

While supporting the key tasks identified above, the bilingual QC consultant will also be requested to perform the following sub-tasks on an as and when requested basis:

a) Regarding QC process and testing needs, conduct background research and analysis.

b) Assisted by QA develop QC testing strategies and other required processes.

c) Test courseware deliverables in accordance with the established methodology and quality standards and guidelines for courseware design and development.

d) Collaborate with the courseware team in the testing, review and refinement of Courseware Prototypes.

e) Provide advice, interpretation, guidance and deliver presentations on process related issues, trends and directions to facilitate understanding of the QC process and applicable standards.

f) Support the resolution of key project-specific issues, providing advice on alternative strategies and approaches from a QC perspective.

g) Support the ALSC vision, and recommend strategies and courses of action to support the vision.

h) Contribute to the development of QC methodology and work with ALSC staff as necessary to better integrate existing army wide training processes.

i) Work with, review and mentor intern(s) in support of the Internship program and ALSC project requirements.

j) Complete specific monthly deliverables as mandated by the CDevO or his delegate.

3.7   ELearning Product Programmers (ELPP)

3.7.1   Junior ELPP

3.7.1.1 Tasks

Tasks of a Junior ELPP resource include, but are not limited to:

a) The Junior ELPP will develop SCORM eLearning products for classroom and distributed training in support of the total force at their home locations. The goal is to provide soldiers with the most current, learner-centric, cost effective and technically advanced training available.

b) Using Adobe Flash and other industry standard software, the programmers will work closely with the Instructional designers to determine project requirements. The programmer will produce eLearning products and interactive multimedia training aids using graphics, 3D, animation, photography, audio and video.

c) Creating multimedia animation integrating images, 3D, sound, and video.

d) Using authoring software to assemble eLearning content and publish the course in accordance with the Instructional Design Document(s).

e) Designing and creating interactions that are packaged in a rapid eLearning software.

f) Working with instructional designers to develop the content based on storyboards.

g) Maintain frequent communication with Project to ensure project meets schedule and ALSC standards.

h) Providing advice on the suitable interaction and also on the limits of certain applications.

i) Creating reusable online content.

j) Conduct programming in Actionscript 2 or/and 3 following ALSC standards.

k) Assist in the development of custom interfaces and applications.

l) Conduct testing of asset and course functionality to ensure they meet requirements.

3.7.1.2   Sub-tasks

While supporting the key tasks identified above, the Junior ELPP will also be requested to perform the following sub-tasks on an as and when requested basis:

a) Optimization of image, text and audio/video.

b) Prepare asset thumbnails, file management and upload/backup content to repository.

c) Assist project lead as required.

d) Troubleshooting and resolving online course interactions that are not publishing correctly or reporting correctly to a Learning Management system.

e) Conduct self-verifications and intern peer reviews when required, to verify accuracy, quality and completeness of courseware, including adherence to storyboards as well as project standards, with the assistance of Developers and Project Lead Developers.

f) Work with, review and mentor intern(s) in support of the Internship program and ALSC project requirements.

g) Implement corrections and approved changes as identified by peers, Project Lead Developer, Instructional Designers, SMEs, Quality Control and the client, with the assistance of Developers and Project Lead Developers.

h) Maintain version control of working files and backup files on a project-by-project basis, with the assistance of Developers and Project Lead Developers.

i) Participate in meetings when required (school team, project team, Developer team, project kickoffs, client, ALSC, etc.).

j) Assist in identifying potential areas of inefficiency in the courseware development process and assist Project Lead and Senior Developer with the creation of solutions, which may include development of templates and other reusable objects if required.

k) Contribute to the creation and maintenance of ALSC and project-related support documentation, such as functional specifications, standard operating procedures, best practices, checklists Style Guides and templates, under the direction of the Project Lead or Senior Developer.

l) Provide estimates on development time to Project Managers, when necessary, for the creation of project schedules.

m) Assist with all phases of building prototypes and courseware including, but not limited to, design, development and testing.

n) Complete specific monthly deliverables as mandated by the Courseware Development Officer or his delegate.

3.7.2 Intermediate ELPP

3.7.2.1 Tasks

Tasks of an Intermediate ELPP resource include all tasks of a Junior ELPP, but are not limited to:

a) Reviewing, analyzing and making recommendations with respect to programming issues on project documentation including:
- Coding standard(s) chosen
- Client Needs Assessment
- Infrastructure topology

b) Developing advanced project components, including:
- A User Interface in accordance with the Style Guide
- Pseudo-code and metadata templates
- Advanced JavaScript course elements
- All course elements and related assets
- SCO and Asset Metadata documents
- SCORM® conformance and usability testing
- Quality assurance testing
- A Maintenance Guide that provides information relevant to modifying and

- Maintaining the end products

c) Coding / programming eLearning product elements in accordance with the Instructional Design Document(s), including:
  - Multi-Media elements
  - Interactive elements
  - Instruction content elements
  - Shareable Content Objects (SCOs)
  - Assessment instruments
  - Evaluation instruments

d) Conduct peer reviews and assessments.

e) Designing and Developing data structure, including:
  - Designing database structures and relationships
  - Documenting database implementation including connection details

f) Implementing quality assurance and test plans.

g) Assist with project kickoff meetings to ensure all Developers and Instructional Designers are aware of proper folder structure for working files and backup, file naming conventions and proper use of QC and QA test logs.

3.7.2.2   Sub-tasks

While supporting the key tasks identified above, the Intermediate ELPP will also be requested to perform the following sub-tasks on an as and when requested basis:

a) Conduct the role of lead developer when required

b) Providing technical guidance including:
  - Recommending best practices
  - Making recommendations regarding eLearning product development
  - Identifying and recommending solutions to identified coding issues
  - Reviewing test documentation

c) Web design and maintenance when required
  - Develop web applications
  - Maintain web applications
  - Know the limitations and capabilities of the Internet and Intranet
  - Create graphics
  - Update scripts (HTML, JavaScript, Asp)

d) Documenting solutions or work-arounds to identified issues.

e) Recognize when mentoring or training is required for members of the development team and provide input to Senior Developer about suitable solutions for improvement.

f) Identify potential issues or areas of inefficiency in the project and assist Senior Developer with the creation of solutions, which may include development of templates and other reusable objects.

g) Assist Project Managers in the creation of accurate project schedules by providing estimates for project scope, project assumptions, timelines and potential risks.

h) Assist and organize and lead project team meetings, when required, throughout the duration of each project.

i) Lead and coordinate the technical design and development of projects while understanding the overall project scope.

j) Assist Instructional Designers to maintain a courseware deviation list throughout the development of each project, which will be delivered to QA during the 100% QA review phase.

k) Meet with Instructional Designers prior to development stage to ensure developer notes in storyboard are clear and understood.

l) Meet with developers once storyboard is complete to ensure developers understand what is expected in order to complete all project files according to what is requested in the storyboard.

m) Collaborate with Instructional Designers to implement innovative solutions to new challenges.

n) Act as liaison to 3D team when 3D assets are being incorporated on a project-by-project basis.

o) Ensure file version control is maintained at all levels of project development.

p) Conduct QC reviews of all courseware to verify accuracy, completeness, and adherence to project standards to ensure the quality of all deliverables.

q) Perform backup, according to standard operating procedures, of all development-related files for current project for current school(s).

r) Provide input into project After Action Review when required.

3.7.3   Senior ELPP

3.7.3.1   Tasks

Tasks of a Senior ELPP resource include all tasks of an Intermediate ELPP, but are not limited to:

a) Assist in creating and maintaining all ALSC and project-related support documentation, such as functional specifications, standard operating procedures, best practices, checklists, style guides and templates and ensure they are followed and maintained. Before a deviation from the development process or standards can occur, Senior Developers are to be consulted so they can provide recommendations as well as quantifying risks. (Updated documentation of standards are maintained in association with the Quality Assurance team).

b) Provide input to CDevO on technologies and tools that will improve the development of courseware, and keep abreast of current trends, technologies and techniques. Participate in authorized R&D activities if required.

c) Ensure training of all development staff is conducted for current software and applications or updates to current tools, as well as changes to development processes and standards. Identify training requirements and relevant tutorials if available for development team during downtime.

d) Develop and deliver any required training as appropriate.

e) Mentor Intern and new-to-ALSC Developers when necessary.

f) Provide CDevO with information specific to the work habits and performance of Project Lead Developers and provide mentoring when necessary.

g) Work with Project Managers to task Developers that are experiencing downtime when other schools require extra resources to meet a deadline.

3.7.3.2 Sub-tasks

While supporting the key tasks identified above, the Senior ELPP will also be requested to perform the following sub-tasks on an as and when requested basis:

a) Organize and chair Developer team meetings when required, ensuring that meeting minutes are posted to DNDLearn and all individuals follow through with assigned action items.

b) Plan and execute technical solutions that may exceed the capabilities of others on the development team, or when Developers do not have the time to dedicate to the task due to project timelines.

c) Provide direction and support to projects and the ALSC as a whole in the areas of:
- Architecture
- Design
- Tools
- Standards
- Trends and Theories
- INDOC

d) Document the above items to communicate information goes to all ELPPs and kept up-to-date, and work with ALSC to incorporate new trends and developments into its processes.

e) Provide direction for training to individual ELPPs or groups of IDs to fill performance gaps or to implement new design trends.

f) Assist in Communication of ALSC policy and process to new ELPPs.

g) Identify any ELPP performance issues to Project Manager and CDevO.

h) Provide input to the CDEVO/Senior PM in allocation of ELPP resources.

i) Provide consultation and/or developer expertise to clients, project managers, management, visitors as required.

j) Provide consultation, presentations, demonstrations and development expertise to visitors and clients as required.

k) Provide consultation with CDEVO for improved effectiveness and efficiencies within CDEV/ALSC as needed.

l) Liaise with other ALSC sections to facilitate solutions where appropriate (project appropriate/impact).

3.8   3D Multimedia Developer (3D MD)

3.8.1   Tasks

Tasks of a 3D MD include, but are not limited to:

a) The 3D MD will develop 3D eLearning products for classroom and distributed training in support of the total force at their home locations. The goal is to provide soldiers with the most current, learner-centric, cost effective and technically advanced training available.

b) Using 3DS MAX and other industry standard software, the 3D multimedia developers will work closely with the Instructional designers to determine project requirements. The 3D multimedia developer will produce 3D eLearning products and 3D interactive multimedia training aids using graphics, 3D models, animation, game engines, audio and video.

c) Conduct the role of project lead 3D developer when required;

d) Conduct programming in C syntax and Java/javascript for applications like Unity and various serious game engines.

e) Conduct the development and modification of custom assets using gaming engines.

f) Conduct testing of asset and course functionality.

3.8.2 Sub-tasks

While supporting the key tasks identified above, the 3D MD will also be requested to perform the following sub-tasks on an as and when requested basis:

a) Assist in production of 3D animations using motion capture equipment.

b) Support and develop assets using video, audio, 3D animation and game renders to create Machinimas.

c) Optimization of image, models, animations, Machimina's text and audio/video.

d) Prepare asset thumbnails, file management and upload/backup content to repository.

e) Assist project lead as required.

f) Conduct self-verifications and intern peer reviews when required, to verify accuracy, quality and completeness of 3D assets, including adherence to storyboards as well as project standards.

g) Work with, review and mentor intern(s) in support of the Internship program and ALSC project requirements.

h) Implement corrections and approved changes as identified by peers, Project Manager, Project Lead, Instructional Designers, SMEs, Quality Control and the client, with the assistance of Developers and Project Lead Developers.

i) Maintain version control of working files and backup files on a project-by-project basis, with the assistance of Developers and Project Lead Developers.

j) Participate in meetings when required (school team, project team, 3D Developer team, project kickoffs, client, ALSC, etc.).

k) Assist in identifying potential areas of inefficiency in the 3D development process and assist Project Lead and Senior Developer with the creation of solutions, which may include development of templates and other reusable objects if required.

l) Contribute to the creation and maintenance of ALSC and project-related support documentation, such as functional specifications, standard operating procedures, best practices, checklists Style Guides and templates, under the direction of the Project Lead or Senior Developer.

m) Provide estimates on development time to Project Managers, when necessary, for the creation of project schedules.

n) Assist with all phases of building prototypes and courseware including, but not limited to, design, development and testing.

o) Complete specific monthly deliverables as mandated by the Courseware Development Officer or his delegate.

4. DELIVERABLES

Each resource will submit monthly status reports to the contractor's Senior Project Manager. The contractor's Senior PM will consolidate the reports. Reports shall:
- provide an up to date status of all deliverables associated with the delivery of the "tasks" in 626 Task Authorization,
- including the number of consulting days utilized,
- outlining any potential delays in meeting task timelines.

The contractor's Senior PM will submit reports and monthly invoices in both electronic and hard copy format on the 15th day of the month to the DND Technical Authority (TA). All electronic submissions are to be provided in MS Office Suite.

5. ACCEPTANCE

All deliverables in response to the SOW will be evaluated within a reasonable time frame on the basis of suitability, quality and adherence to the agreed upon schedule and specified standards. Acceptance of deliverables will be certified by the TA, subsequent to the satisfactory delivery of the final report. Such certification will be the basis upon which the TA will recommend payment. The TA shall have the right to reject it or require its correction at the sole expense of the contractor. Should any deliverables be found unacceptable, the deficiencies shall be corrected and re-submitted within five (5) working days at no cost to DND.

6. LANGUAGE

Ability to communicate in the English language orally and written is essential for all positions. Ability to communicate well in both English and French orally and in written correspondence is essential for the bilingual QA and QC consultants.

7. TRAVEL & LIVING

DND will not be responsible for any travel and relocation costs incurred to provide services to the delivery destinations. All other travel outside of the delivery destinations must have the prior approval of the Technical Authority, and travel and living cost incurred must be in accordance with the National Joint Council Travel Directive in effect at the time of travel.

8. HOURS OF WORK

Resources must be available on-site for up to five (5) days per week and will be provided office space, as required, within the assigned TE. Typical hours of work will be within 0730 – 1630 hrs, Monday to Friday, dependant on the TE's hours of operation. Although the contractor may work outside of these daily time periods during the completion of their tasks, facilities access are controlled and monitored, and access to DND resources will be limited outside of these times. Specific hours of work will be detailed in monthly Task Authorizations.

9.   **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.

10.   **CLIENT SUPPORT**

TEs will provide parking, temporary office space and the infrastructure deemed appropriate for the execution of assigned tasks.

11.   **INFORMATION TECHNOLOGY (IT)**
Service provider computer systems or other communication devices shall not be employed on the DND secure network – Defence Wide Area Network (DWAN). Access to DWAN will be provided as necessary in support of the service provider's tasks. Wireless access is not permitted within CFBs. Internet connectivity on CFBs is limited and will only be provided to those service providers with a bona fide requirement for the conduct of their tasks. Units will coordinate internet connectivity and provide task specific software on an as and when required basis.

12.   **SPECIFIC IT REQUIREMENTS**

Contractors working in support of ALSC are required to provide their own IT equipment with internet capability necessary to conduct the work.

12.1   **Project Manager/LMS/CTA/QA/QC**

This will include a laptop (Minimum specifications: 4gig RAM, 2.8 GHz, 500gig HD), keyboard and mouse, a secondary monitor (at least 19 inches) and at a minimum, Microsoft Office 2007 (or newer) Professional) and Windows 8 Pro (or newer). IT requirements are further detailed below for each of the contracted skill sets as per para 4:

a)   The Contractor is required to supply the Project Managers with Microsoft Project (latest version), Skype, and Adobe Acrobat Pro 10 (or newer). DND will provide any specialized software that is necessary for the Project Managers to interface with DND systems.

b)   The Contractor is required to supply the LMS Consultants with Adobe Suite CS6 (or newer),, Adobe Acrobat Pro 10 (or newer), Skype and, at a minimum, MS Office 2007 (or newer).

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c) The Contractor is required to supply the CTAs with Microsoft Office 2007 (or newer) Professional), Adobe Acrobat Pro 10 (or newer) , and Skype.

d) The Contractor is required to supply the QA/QC Consultant with Microsoft Office 2007 (or newer) Professional, Adobe Acrobat Pro 10 (or newer), and Proform Standard edition. The Bilingual QA/QC Consultant will be provided DWAN access by DND in order to conduct their work.

12.2   Instructional Designer

a) This will include a laptop (Minimum specifications: 4gig RAM, 2.8 GHz, 500gig HD), keyboard and mouse, a secondary monitor (at least 19 inches) and at a minimum, Microsoft Office 2007 (or newer) Professional),and Windows 8 Pro (or newer).

b) The contractor is required to supply the Instructional Designers Microsoft Office 2007 (or newer) Professional),, Adobe Acrobat Pro 10 (or newer), , Proform Standard edition, Lectora Publisher and Skype.

12.3   ELPP/3D Multimedia Developer

This will include a desktop. Minimum specifications:

- Intel® Core™ i7-3960X processor (Six Core Extreme, 15MB Cache)
- Windows 8 Professional, 64Bit, English
- 32GB Quad Channel DDR3 at 1600MHz
- 4GB GDDR5 NVIDIA® GeForce® GTX 690
- 256GB SSD 6Gb/s MAIN + 1TB 7200RPM Storage
- DELL UltraSharp™ U2312HM 23" Monitor with Adj Stand, Widescreen, VGA/ DVI/ DP
- Integrated 7.1 Channel Audio
- Single Drive: 8X Dual Layer Blu-ray Burner (BD-RE, DVD±RW, CD-RW)

Additional requirements for ELPP are further detailed below:
- Creative Suite 6 Production Premium (or newer)
- Adobe Acrobat Pro 10 (or newer)
- Microsoft Office 2007 (or newer) Professional),
- Windows 7 Professional 64bit (or newer)
- Roxio NTX (or newer)
- ProForm Standard Edition {by Rapid Intake}, latest version
- Trevantis Lectora Publisher Professional 10 or Later
- Integrated 2.0mp Webcam and headset/built-in microphone
- Wacom Intuos4 small tablet

Additional requirements for 3DMM are further detailed below:
- Creative Suite 6 Production Premium (or newer)
- Autodesk 3DS Max Entertainment Creation Suite 2012 Standard (or later)
- E-on Vue 10 Complete (or later)
- Adobe Acrobat Pro 10 (or newer)
- Microsoft Office 2007 (or newer) Professional),
- Windows 7 Professional 64bit (or newer)
- Roxio NTX (or newer)

- Integrated 2.0mp Webcam and headset/built-in microphone
- Wacom Intuos4 small tablet

13.   SECURITY

This contract and the resulting deliverables contain classified material and require the contracted personnel to hold a security level of SECRET**.** It will be the responsibility of the Contractor to have a security check conducted for their personnel and provide the Technical Authority the security documentation seven (7) days prior to positions start date. The Security Requirements Check List is attached as Annex C.

You will be paid your costs reasonably and properly incurred for the performance of the work as follows;

For the initial period from Contract Award to 31 March 2014; (45 individuals)	Extended price (daily rate x number of days)
1. Senior Project Managers (PM) - (1 individual)	
Labour at the following firm rates:	
1.1 $_____ per day for an estimated 115 days	$_____
2. Senior Instructional Designers (ID) – (1 individual)	
Labour at the following firm rates:	
2.1 $_____per day for an estimated 115 days	$_____
3. Intermediate ID – (10 individuals)	
Labour at the following firm rates:	
3.1 $_____ per day for an estimated 1150 days	$_____
4. Junior ID – (16 individuals)	
Labour at the following firm rates:	
4.1 $_____ per day for an estimated 1840 days	$_____
5. Bilingual Quality Assurance (QA) Consultant – (1 individual)	
Labour at the following firm rates:	
5.1 $_____ per day for an estimated 115 days	$_____
6. Senior E-Learning Product Programmers (ELPP) – (1 individual)	
Labour at the following firm rates:	
6.1 $_____ per day for an estimated 115 days	$_____
7. Intermediate ELPP – (8 individuals)	
Labour at the following firm rates:	
7.1 $_____ per day for an estimated 920 days	$_____
8. Junior ELPP – (4 individuals)	
Labour at the following firm rates:	
8.1 $_____ per day for an estimated 460 days	$_____

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9.	3D Multimedia Developers - (3 individuals)		
		Labour at the following firm rates:	
	9.1	$_____ per day for an estimated 345 days	$_____
11.	Allowance for travel as required*		$7,500.00
		TOTAL ESTIMATED COST: Contact Award to 31 March 2014	

For the period from 01 April 2014 to 31 March 2015; **(60 individuals)**			Extended price (daily rate x number of days
1.	Senior Project Managers (PM) – (1 individual)		
		Labour at the following firm rates:	
	1.1	$_____ per day for an estimated 230 days	$_____
2.	Intermediate PMs – (5 individuals)		
		Labour at the following firm rates:	
	2.1	$_____ per day for an estimated 1150 days	$_____
3.	Senior Instructional Designers (ID) – (1 individual)		
		Labour at the following firm rates:	
	3.1	$_____ per day for an estimated 230 days	$_____
4.	Intermediate ID – (10 individuals		
		Labour at the following firm rates:	
	4.1	$_____ per day for an estimated 2300 days	$_____
5.	Junior ID – (16 individuals)		
		Labour at the following firm rates:	
	5.1	$_____ per day for an estimated 3680 days	$_____
6.	Courseware Technical Advisors – (3 individuals)		
		Labour at the following firm rates:	
	6.1	$_____ per day for an estimated 690 days	$_____

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7.	Senior Learning Management System (LMS) Administrators – (1 individual)		
		Labour at the following firm rates:	
	7.1	$_____ per day for an estimated 230 days	$_____
8.	Intermediate LMS Administrators – (5 individuals)		
		Labour at the following firm rates:	
	8.1	$_____ per day for an estimated 1150 days	$_____
9.	Bilingual Quality Assurance (QA) Consultant – (1 individual)		
		Labour at the following firm rates:	
	9.1	$_____ per day for an estimated 230 days	$_____
10.	Bilingual Quality Control (QC) Consultant – (1 individual)		
		Labour at the following firm rates:	
	10.1	$_____ per day for an estimated 230 days	$_____
11.	Senior E-Learning Product Programmers (ELPP) – (1 individual)		
		Labour at the following firm rates:	
	11.1	$_____ per day for an estimated 230 days	$_____
12.	Intermediate ELPP – (8 individuals)		
		Labour at the following firm rates:	
	12.1	$_____ per day for an estimated 1840 days	$_____
13.	Junior ELPP – (4 individuals)		
		Labour at the following firm rates:	
	13.1	$_____ per day for an estimated 920 days	$_____
14.	3D Multimedia Developers – (3 individuals)		
		Labour at the following firm rates:	
	14.1	$_____ per day for an estimated 690 days	$_____
16.	Allowance for travel as required*		$15,000.00

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		TOTAL ESTIMATED COST: 01 April 2014 to 31 March 2015	

For the period from 01 April 2015 to 31 March 2016; (60 individuals)			Extended price (daily rate x number of days
1.	Senior Project Managers (PM) – (1 individual)		
		Labour at the following firm rates:	
	1.1	$_____ per day for an estimated 230 days	$_____
2.	Intermediate PMs – (5 individuals)		
		Labour at the following firm rates:	
	2.1	$_____per day for an estimated 1150 days	$_____
3.	Senior Instructional Designers (ID) – (1 individual)		
		Labour at the following firm rates:	
	3.1	$_____ per day for an estimated 230 days	$_____
4.	Intermediate ID – (10 individuals)		
		Labour at the following firm rates:	
	4.1	$_____ per day for an estimated 2300 days	$_____
5.	Junior ID – (16 individuals)		
		Labour at the following firm rates:	
	5.1	$_____ per day for an estimated 3680 days	$_____
6.	Courseware Technical Advisors – (3 individuals)		
		Labour at the following firm rates:	
	6.1	$_____ per day for an estimated 690 days	$_____

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7.	Senior Learning Management System (LMS) Administrators – (1 individual)		
		Labour at the following firm rates:	
	7.1	$_____ per day for an estimated 230 days	$_____
8.	Intermediate LMS Administrators – (5 individuals)		
		Labour at the following firm rates:	
	8.1	$_____ per day for an estimated 1150 days	$_____
9.	Bilingual Quality Assurance (QA) Consultant – (1 individual)		
		Labour at the following firm rates:	
	9.1	$_____ per day for an estimated 230 days	$_____
10.	Bilingual Quality Control (QC) Consultant – (1 individual)		
		Labour at the following firm rates:	
	10.1	$_____ per day for an estimated 230 days	$_____
11.	Senior E-Learning Product Programmers (ELPP) – (1 individual)		
		Labour at the following firm rates:	
	11.1	$_____ per day for an estimated 230 days	$_____
12.	Intermediate ELPP – (8 individuals)		
		Labour at the following firm rates:	
	12.1	$_____ per day for an estimated 1840 days	$_____
13.	Junior ELPP – (4 individuals)		
		Labour at the following firm rates:	
	13.1	$_____ per day for an estimated 920 days	$_____
14.	3D Multimedia Developers – (3 individuals)		
		Labour at the following firm rates:	
	14.1	$_____ per day for an estimated 690 days	$_____
16.	Allowance for travel as required*		$15,000.00
		TOTAL ESTIMATED COST: : 01 April 2015 to 31 March 2016	

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Grand Total: $_____
(The sum of all periods will be used for evaluation purposes)

<u>Notes:</u>

1.   For the purpose of the financial bid evaluation, the initial period will be from 01 October 2013 to days. At contract award, the estimated Level of Effort in the initial year will be adjusted accordingly.

2.   The services of the Intermediate Project Managers, Courseware Technical Advisors, Learning Management System (LMS) Administrators and Bilingual Quality Control (QC) Consultant will be   required as of 01 April 2014.

3.   The basis of payment will be on an all inclusive per diem rate based on seven point five (7.5) hours of work. For work performed for duration of more or less than one day, the daily rate specified will be prorated accordingly. The Contractor is to submit a monthly invoice for consulting days/hours utilized each month before the 15th day of the following month.

4.   The minimum guaranteed level of effort for this requirement is 10% of the maximum contract value. All resources must be available to start working within 30 days of contract award unless otherwise specified. The maximum contract value will be adjusted accordingly, should a delay occur as a result of the contractor being unable to provide replacement personnel for reasons beyond the contractor's control.

* All travel and living costs will require prior authorization from the Technical Authority. Travel and living expenses incurred in the performance of the work will be reimbursed in accordance with the National Joint Council Travel Directive.

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It is understood by the parties submitting offers that to be considered valid, an offer MUST meet all of the following mandatory requirements. Proposals Must be supported by proper and adequate detail, particularly where supporting evidence is required by a mandatory item. Those not meeting all of these mandatory requirements will be given no further consideration.

ATTENTION BIDDERS: WRITE BESIDE THE CRITERIA BELOW THE RELEVANT PAGE NUMBER(S) FROM YOUR PROPOSAL WHICH ADDRESSES THE ISSUE.

	The bidder must demonstrate that they can provide all services (resources) listed below. The bidder must also demonstrate that each proposed resource meets the following mandatory requirements:	Page #	For Evaluation Purposes	
			Met/ Not Met	Comments
M1	**Project Managers (PM)**			
1.1	**Senior PM (1 resource)**			
1.1.1	Must have a Project Management Professional (PMP) certification from the Project Management Institute.			
1.1.2	Must have a minimum of six (6) years experience as a Project Manager, including three (3) years experience in managing training projects.			
1.1.3	Must have a minimum of three (3) years experience in managing eLearning with projects, in the last five (5) years.			
1.1.4	Resource must be proficient in English. Note: Bidder must clearly identify in their proposal that each proposed resource meets the language requirement in order to be deemed compliant.			
1.2	**Intermediate PM (5 resources)**			
1.2.1	Must have a Project Management Professional (PMP) certification from the Project Management Institute.			

	1.2.2	Must have a minimum of four (4) years experience as a Project Manager, including two (2) years experience in managing training projects.	
	1.2.3	Must have a minimum of two (2) years experience in managing eLearning with projects in the last three (3) years.	
	1.2.4	Resource must be proficient in English. Note: Bidder must clearly identify in their proposal that each proposed resource meets the language requirement in order to be deemed compliant.	
M2	Instructional Designers (ID)		
	2.1	Senior ID (1 resource)	
	2.1.1	Must have a college diploma (in any field) or university degree (in any field).	
	2.1.2	Must have a minimum of seven (7) years experience in instructional design.	
	2.1.3	Must have a minimum of three (3) years experience in the instructional design of eLearning product within the last five (5) years.	
	2.1.4	Resource must be proficient in English. Note: Bidder must clearly identify in their proposal that each proposed resource meets the language requirement in order to be deemed compliant.	
	2.2	Intermediate ID (10 resources)	
	2.2.1	Must have a college diploma (in any field) or university degree (in any field).	
	2.2.2	Must have a minimum of five (5) years experience in instructional design.	

2.2.3	Must have a minimum of two (2) years experience in the instructional design of eLearning product within the last four (4) years			
2.2.4	Resource must be proficient in English. Note: Bidder must clearly identify in their proposal that each proposed resource meets the language requirement in order to be deemed compliant.			
2.3	**Junior ID (16 resources)**			
2.3.1	Must have a college diploma (in any field) or university degree (in any field).			
2.3.2	Must have a minimum of three (3) years experience in instructional design.			
2.3.3	Must have a minimum of one (1) year experience in the instructional design of eLearning product within the last three (3) years			
2.3.4	Resource must be proficient in English. Note: Bidder must clearly identify in their proposal that each proposed resource meets the language requirement in order to be deemed compliant.			
M3	**Courseware Technical Advisors (CTA) (3 resources)**			
3.1	Must have held the minimum rank of Captain (for officers) or qualified DP3A Sergeant for Non-Commissioned Members (NCMs).			
3.1.1	Must have a minimum of three (3) years experience in the content area related to the army training system within the last five (5) years.			
3.1.2	Resource must be proficient in English. Note: Bidder must clearly identify in their proposal that each proposed resource meets the language requirement in order to be deemed compliant.			

M4	Learning Management System (LMS) Administrators	
4.1	**Senior LMS (1 resource)**	
4.1.1	Must have a certificate/diploma in any of the following: Digital Multimedia, Computer Science, Information Technology or equivalent*. *Education Equivalent: • Certificate in Digital Communications (Includes Multimedia, Web Design, Programming, Development and Graphic Arts) • Information Technology Diploma • Certificate in Interactive Multimedia • Certificate in Media Studies • Certificate in Web Based Technology & Certificate in Instructional Systems Design • Computer Science Degree • Certificate in Web Based Teaching & Certificate in Instructional Systems Design • Certificate in Applied Information Technology (AIT)	
4.1.2	Must have a minimum of five (5) years experience working as a LMS Administrator within the last seven 7 years.	
4.1.3	Must have a minimum of one (1) year experience as a web developer within an eLearning or business environment.	
4.1.4	Resource must be proficient in English. Note: Bidder must clearly identify in their proposal that each proposed resource meets the language requirement in order to be deemed compliant.	
4.2	**Intermediate LMS (5 resources)**	

4.2.1	Must have a certificate/diploma in any of the following: Digital Multimedia, Computer Science, Information Technology or equivalent*. *Education Equivalent: ● Certificate in Digital Communications (Includes Multimedia, Web Design, Programming, Development and Graphic Arts) ● Information Technology Diploma ● Certificate in Interactive Multimedia ● Certificate in Media Studies ● Certificate in Web Based Technology & Certificate in Instructional Systems Design ● Computer Science Degree ● Certificate in Web Based Teaching & Certificate in Instructional Systems Design ● Certificate in Applied Information Technology (AIT) ● Masters in Education (Major in Instructional Design) ● Diploma in Creative Graphics ● Certificate of Digital Media Design and Production ● Certificate in Web Programming ● Certificate in Software Development
4.2.2	Must have a minimum of three (3) years experience working as an LMS Administrator within the last 5 years.
4.2.3	Must have a minimum of one (1) year experience as a web developer within an eLearning or business environment.
4.2.4	Resource must be proficient in English. Note: Bidder must clearly identify in their proposal that each proposed resource meets the language requirement in order to be deemed compliant.
M5	**Quality Assurance (QA) consultant (1 resource)**

5.1	Must have a minimum of three (3) years of experience in developing QA policies, plans, procedures and metrics.	
5.1.1	Must have a minimum of three (3) years of experience in developing software development standards.	
5.1.2	Must have a minimum of three (3) years of experience in managing the QA process.	
	Resource must be proficient in English.	
5.1.3	Note: Bidder must clearly identify in their proposal that each proposed resource meets the language requirement in order to be deemed compliant.	
M6	**Bilingual Quality Control (QC) consultant (1 resource)**	
6.1	Must have a minimum of three (3) years of experience in developing QC policies, plans, procedures and metrics.	
6.1.1	Must have a minimum of three (3) years of experience in developing eLearning development standards.	
6.1.2	Must have a minimum of three (3) years of experience in managing the QC process within the last five (5) years.	
	Resource Must be bilingual (English/French).	
6.1.3	Note: Bidder must clearly identify in their proposal that each proposed resource meets the language requirement in order to be deemed compliant.	
M7	**ELearning Product Programmers (ELPP)**	
7.1	**Senior ELPP (1 resource)**	

7.1.1	Must have a University degree (in any field) or College diploma Multimedia or equivalent*. *Education Equivalent: • Certificate in Digital Communications (Includes Multimedia, Web Design, Programming, Development) • Information Technology Diploma • Certificate in Interactive Multimedia • Certificate in Media Studies • Certificate in Web Based Technology & Certificate in Instructional Systems Design • Computer Science Degree • Diploma of Advanced Studies in Applied Arts – obtained from NBCC • Certificate of Achievement in Applied Arts and a Certificate of Achievement in Applied Arts Internship Production – obtained from NBCC • Diploma in Graphic Design and Game Art & Design / Flash Programming – obtained from MacKenzie College
7.1.2	Must have a minimum of five (5) years experience using rapid eLearning tools ,such as Adobe Illustrator, Adobe Photoshop, Adobe Captivate, Adobe Dreamweaver, Adobe Contribute, or Adobe Flash
7.1.3	Must have a minimum of five (5) years experience within the last seven (7) years in programming web based applications using Actionscript, Java, C-based languages, or other scripting languages, as well as, database and file structured back-ends.
7.1.5	Resource must be proficient in English. Note: Bidder must clearly identify in their proposal that each proposed resource meets the language requirement in order to be deemed compliant.
7.2	**Intermediate ELPP (8 resources)**

7.2.1	Must have a University degree (in any field) or College diploma Multimedia or equivalent*. *Education Equivalent: - Certificate in Digital Communications (Includes Multimedia, Web Design, Programming, Development) - Information Technology Diploma - Certificate in Interactive Multimedia - Certificate in Media Studies - Certificate in Web Based Technology & Certificate in Instructional Systems Design - Computer Science Degree - Diploma of Advanced Studies in Applied Arts – obtained from NBCC - Certificate of Achievement in Applied Arts and a Certificate of Achievement in Applied Arts Internship Production – obtained from NBCC - Diploma in Graphic Design and Game Art & Design / Flash Programming – obtained from MacKenzie College
7.2.2	Must have a minimum of three (3) years experience using rapid eLearning tools such as Adobe Illustrator, Adobe Photoshop, Adobe Captivate, Adobe Dreamweaver, Adobe Contribute,or Adobe Flash
7.2.3	Must have a minimum of three (3) years experience within the last five (5) years in programming web based applications using Actionscript, Java, C-based language, or other scripting languages, as well as, database and file structured back-ends.
7.2.5	Resource must be proficient in English. Note: Bidder must clearly identify in their proposal that each proposed resource meets the language requirement in order to be deemed compliant.
7.3	**Junior ELPP (4 resources)**

7.3.1	Must have a University degree (in any field) or College diploma Multimedia or equivalent*. *Education Equivalent: • Certificate in Digital Communications (Includes Multimedia, Web Design, Programming, Development) • Information Technology Diploma • Certificate in Interactive Multimedia • Certificate in Media Studies • Certificate in Web Based Technology & Certificate in Instructional Systems Design • Computer Science Degree • Diploma of Advanced Studies in Applied Arts – obtained from NBCC • Certificate of Achievement in Applied Arts and a Certificate of Achievement in Applied Arts Internship Production – obtained from NBCC • Diploma in Graphic Design and Game Art & Design / Flash Programming – obtained from MacKenzie College
7.3.2	Must have a minimum of two (2) years experience using rapid eLearning tools such as Adobe Illustrator, Adobe Photoshop, Adobe Dreamweaver, or Adobe Flash
7.3.3	Must have a minimum of one (1) years experience in programming web based applications using Actionscript, Java, C-based language, or other scripting languages.
7.3.3	Resource must be proficient in English. Note: Bidder must clearly identify in their proposal that each proposed resource meets the language requirement in order to be deemed compliant.
M8	3D / Gaming Programmer (3 resources)
8.1	Must have a University degree (in any field) or a College diploma (in any field).

8.1.1	Must have a minimum of three (3) years experience programming and scripting functionality of real world objects, characters and equipment for use in real-time engines such as Unity and other gaming engines.
8.1.2	Must have a minimum of three (3) years experience in object oriented programming such as C# and Java script.
8.1.3	Resource must be proficient in English. Note: Bidder must clearly identify in their proposal that each proposed resource meets the language requirement in order to be deemed compliant.