Public Works and Government Services Canada	**Travaux publics et Services gouvernementaux Canada**

RETURN BIDS TO:
RETOURNER LES SOUMISSIONS À:

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

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.

Title - Sujet	
SYSTEMS & WEB SUPPORT	
Solicitation No. - N° de l'invitation	**Amendment No. - N° modif.**
EP887-141960/A	010
Client Reference No. - N° de référence du client	**Date**
20141960	2014-04-25
GETS Reference No. - N° de référence de SEAG	
PW-$$EL-609-26872	
File No. - N° de dossier	**CCC No./N° CCC - FMS No./N° VME**
609el.EP887-141960	

Solicitation Closes - L'invitation prend fin		Time Zone
at - à **02:00 PM**		**Fuseau horaire**
on - le **2014-05-14**		Eastern Standard Time EST

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

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

Address Enquiries to: - Adresser toutes questions à:	**Buyer Id - Id de l'acheteur**
Bastien, Josée	609el
Telephone No. - N° de téléphone	**FAX No. - N° de FAX**
(819) 956-6770 ( )	( ) -

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

Comments - Commentaires

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

Issuing Office - Bureau de distribution

Informatics Professional Services - EL
Division/Services professionnels en informatique - division EL
4C2, Place du Portage
Gatineau
Québec
K1A 0S5

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**	
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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This Amendment number 010 is raised to respond to vendor's questions, to apply changes to the RFP and to extend the Solicitation Closing date.

Question 1:

R.5, states that the Bidder must demonstrate that it was responsible for the overall management for the complete project lifecycle in order to have project references considered for evaluation.

This rated requirement is inconsistent with the mandate of the TBIPS Supply Arrangement, which is defined in the TBIPS (Tasked Based Informatics Professional Services) as the provision of "Services related to a particular activity or initiative that are required to address a specific Information Technology (IT) need, which are usually associated with a specified set of responsibilities. The tasks involved are finite work assignments which require one or more resources to complete. A task involves a specific start date, a specific end date, and set deliverables. Tasks are usually not large projects, although they may be subsets of a larger project. Tasks may require highly specialized work to be performed requiring a rare or unique skill or knowledge for a short period of time."

R.5 is asking that Bidders demonstrate experience managing an end to end solution to a Canadian Government department, which falls outside of the scope of the TBIPS Supply Arrangement as defined above, and is more in line with the mandate of the SBIPS Supply Arrangement, which is defined in the SBIPS Supply Arrangement as delivering the following Solutions-Based Informatics Professional Services (SBIPS) for a solution(project):

a. is meant to produce a self-standing outcome-driven result. Such result does not require any further work and could be used as a reference for future requirements, phases or projects.
b. comprises mainly of IT services and, in certain situations, essential goods, whereby a Supplier delivers a complete solution to a requirement, phase or project, manages the overall requirement, phase or project and accepts responsibility/risk for the outcome.
c. may comprise of consulting services which are typically team based and deliverable focused, involving advisory work, and thought leadership, innovation or strategy. SBIPS may include methodologies and processes that may be required to manage the project (including Project Management, Contract Management, Quality Management, Risk Management and Solution Development or any other established and recognized methodologies).
d. may include various business models depending upon the requirement. It may include end-to-end project work where the Supplier is requested to devise a solution to a business problem in which case there may be a proof of concept; or a requirement where there is a business problem and a Supplier comes forward with a methodology, an approach or an already established solution as well as the requisite expertise to enable the Supplier to leverage the value of its methodology and/or approach to deliver the solution.

Given that the other Mandatory and Point Rated Criteria are already very comprehensive in determining if a Bidder has the required experience and ability to meet the requirement of the Crown in this Solicitation, would the Crown consider removing R.5 in order to ensure that all Mandatory and Point Rated Requirements are in line with the TBIPS Supply Arrangement?

Response 1

At **ATTACHMENT 1 - BID EVALUATION CRITERIA, 1. CORPORATE QUALIFICATION REQUIREMENTS, 1.2 POINT RATED REQUIREMENT** of the RFP, **amend as follows**:

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Delete:

R.5	The Bidder should demonstrate its experience in managing an end-to-end SAP or PeopleSoft ERP project within the last five years for Canadian Government department (federal or provincial or municipal or Federal Crown Corporation and Agencies) with over 1,000 employees. In order to qualify the Bidder must demonstrate that it was responsible for the overall management for the complete project lifecycle.	15	The Bidder will be awarded five 5 points for each project to a maximum of three (3) projects.
	Each demonstrated project must include the following information:		
	Customer Contact Information		
	Name of Organization: Contact Name: Email Address: Phone Number:		
	Contract Detail		
	Project Title: Project Summary: (Scope, Requirements, System Overview) ERP System Type: SAP, PeopleSoft Project Start Date: Project End Date:		
	Responsibilities fullilled by Key Resource:		
	Summary of Key Resource Responsibilities		
	Note: Each reference project must demonstrate all phases:		
	1) Project Planning 2) Analysis 3) Design		

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4) Implementation 5) Integration, Testing and Data Conversion 6) Deployment, Acceptance and Documentation		
MAX. AVAILABLE POINTS	**55**	
MIN. POINTS REQUIRED	**38**	
Note: Proposals that do not meet the above minimum pass mark of 38 points, will be found non-responsive.		

Insert:

R.5	The Bidder should clearly demonstrate its corporate experience in resourcing for project(s) that address integration between SAP and PeopleSoft ERPs (e.g. Blueprinting).	**20**	No experience = 0 points 1 resource to 3 resources = 5 points 4 resources to 5 resources = 10 points 6 resources to 10 resources = 15 points 10 resources or more = 20 points For each resource include the resource category.
MAX. AVAILABLE POINTS		**60**	
MIN. POINTS REQUIRED		**42**	
Note: Proposals that do not meet the above minimum pass mark of 42 points, will be found non-responsive.			

2. At **ATTACHMENT 1 - BID EVALUATION CRITERIA, 1. CORPORATE QUALIFICATION REQUIREMENTS, 1.1 MANDATORY REQUIREMENTS** of the RFP, amend as follows:

DELETE:

M.2	The Bidder must demonstrate experience supplying all of the following categories in one project: 1. ERP Functional Analyst 2. Programmer/Analyst 3. ERP Technical Analyst 4. Business Transformation Architect 5. Project Manager	

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	One CV per resource category must be sumitted for a total of 5 Cvs. All resources must have performed, for each resource category, the minimum number of Roles and Responsibilities defined at Annex 1 to Attachment 1.	

INSERT:

M.2	The Bidder must demonstrate **that the proposed ERP contract(s) experience in M1**, included supplying all of the following categories **in one project:** 1. ERP Functional Analyst 2. Programmer/Analyst 3. ERP Technical Analyst 4. Business Transformation Architect 5. Project Manager One CV per resource category must be sumitted for a total of 5 Cvs. All resources must have performed, for each resource category, the minimum number of Roles and Responsibilities defined at Annex 1 to Attachment 1.	

The following amendments apply to the RFP:

1. At Clause **1.2 Summary** of the RFP, amend as follows:

Delete g) in it's entirety:

Insert:

(g) The Resource Categories described below are required on an as and when requested basis in accordance with the TBIPS SA Annex "B":

RESOURCE CATEGORY	LEVEL OF EXPERTISE	ESTIMATED NUMBER OF RESOURCES REQUIRED INITIAL CONTRACT PERIOD	ESTIMATED NUMBER OF RESOURCES REQUIRED OPTION PERIOD 1	ESTIMATED NUMBER OF RESOURCES REQUIRED OPTION PERIOD 2
Application/Software Architect	Level 3		1	
ERP Functional Analyst	Level 3	1	3	

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ERP System Analyst	Level 3	1		1
ERP Technical Analyst	Level 3		1	
Programmer/Analyst	Level 3	3	1	1
System Analyst	Level 3		1	
Tester	Level 3		1	1
Web Graphics Designer	Level 3			1
Data Conversion Specialist	Level 3		2	1
Business Analyst	Level 3	2		1
Business Architect	Level 3	2		1
Business Process Re-engineering (BPR) Consultant	Level 3	1		
Business System Analyst	Level 3	1		1
Business Transformation Architect	Level 3	1		
Courseware Developer	Level 3		2	2
Help Desk Specialist	Level 3		1	1
Change Management Consultant	Level 3	2		1
Enterprise Architect	Level 3	1		
Project Coordinator	Level 3	1		1
Project Manager	Level 3	1		
Quality Assurance Specialist/Analyst	Level 3		1	
Risk Management Specialist	Level 3		1	

2.   At Clause **4.3 Financial Evaluation of the RFP,** delete in it's entirety.

Insert:

4.3   Financial Evaluation

(a)   The financial evaluation will be conducted using the firm per diem rates provided by the responsive bid(s).

(b)   **Financial Evaluation:** The following financial evaluation method will be used if three or more bids are determined responsive:

(i)   **STEP 1 - ESTABLISHING THE LOWER AND UPPER MEDIAN BAND LIMITS FOR EACH PERIOD AND EACH RESOURCE CATEGORY**: The Contracting Authority will establish, for each period and each Resource Category, the median band limits based on the firm per diem rates provided by the technically responsive bids. For each such Resource Category the median will be calculated using the median function in Microsoft Excel and will represent a range that encompasses any rate to a value of minus (-) 20% of the median, and an upper median rate to a value of plus (+) 30% of the median. When an even number of technically responsive bids have been determined, an average of the middle two rates will be used to calculate the median band limits and for an odd number of technically responsive bids, the middle rate will be used.

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(ii)   **STEP 2 - POINTS ALLOCATION**: For each period and each Resource Category, points will be allocated as follows:

(A)   A Bidder's proposed firm per diem rate that is either lower than the established lower median band limit or higher than the established upper median band limit for that period and Resource Category will be allocated 0 points.

(B)   A Bidder's proposed firm per diem rate falling within the upper and lower median band limits, for that period and Resource Category, will be allocated points using the following calculation, which will be rounded to two decimal places:

$$\frac{\text{Lowest proposed firm per diem rate within the median band limits}}{\text{Bidder's proposed firm per diem rate Within the median band limit}} \quad \times \quad \begin{array}{l}\text{Maximum Points Assigned}\\ \text{at Table 1 below}\end{array}$$

(C)   A Bidder's proposed firm per diem rate falling within the established median band limits which is the lowest proposed firm per diem rate will be allocated the applicable maximum points assigned at Table 1 below.

TABLE 1 - MAXIMUM POINTS ASSIGNED				
RESOURCE CATEGORIES	**INITIAL (1 YEAR) CONTRACT PERIOD**	**OPTION PERIOD 1**	**OPTION PERIOD 2**	**TOTAL POINTS**
Application/ Software Architect Level 3	**10**	**10**	**10**	**30**
ERP Functional Analyst Level 3	**30**	**30**	**30**	**90**
ERP System Analyst Level 3	**10**	**10**	**10**	**30**
ERP Technical Analyst Level 3	**10**	**10**	**10**	**30**
Programmer/Analyst Level 3	**40**	**40**	**40**	**120**
System Analyst Level 3	**10**	**10**	**10**	**30**
Tester Level 3	**10**	**10**	**10**	**30**
Web Graphics Designer Level 3	**10**	**10**	**10**	**30**
Data Conversion Specialist Level 3	**10**	**10**	**10**	**30**
Business Analyst Level 3	**10**	**10**	**10**	**30**
Business Architect Level 3	**10**	**10**	**10**	**30**
Business Process Re-engineering (BPR) Consultant Level 3	**10**	**10**	**10**	**30**
Business System Analyst Level 3	**10**	**10**	**10**	**30**
Business Transformation Architect Level 3	**10**	**10**	**10**	**30**
Courseware Developer Level 3	**10**	**10**	**10**	**30**
Help Desk Specialist Level 3	**10**	**10**	**10**	**30**
Change Management Consultant Level 3	**10**	**10**	**10**	**30**
Enterprise Architect Level 3	**10**	**10**	**10**	**30**
Project Coordinator Level 3	**10**	**10**	**10**	**30**
Project Manager Level 3	**10**	**10**	**10**	**30**
Quality Assurance Specialist / Analyst Level 3	**10**	**10**	**10**	**30**
Risk Management Specialist Level 3	**10**	**10**	**10**	**30**
TOTAL	**270**	**270**	**270**	**810**

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(i) **STEP 3 - TOTAL FINANCIAL SCORE**: Points allocated under STEP 2 for each period and Resource Category will be added together and rounded to two decimal places to produce the total financial score. Bidders will find below an example of a financial evaluation using method 1.

(ii) *EXAMPLE OF A FINANCIAL EVALUATION USING METHOD 1*

TABLE 2							
EXAMPLE OF A FINANCIAL EVALUATION USING METHOD 1							
Category of Personnel	**Points Assigned**	**Bidder 1**		**Bidder 2**		**Bidder 3**	
		Year 1	Year 2	Year 1	Year 2	Year 1	Year 2
Programmer	150 (75 pts. per year)	$400.00	$400.00	$420.00	$450.00	$450.00	$450.00
Business Analyst	100 (50 pts. per year)	$600.00	$600.00	$600.00	$620.00	$650.00	$820.00
Project Manager	50 (25 pts. per year)	$555.00	$900.00	$750.00	$800.00	$700.00	$800.00
TOTAL	300						

STEP 1 - ESTABLISHING THE LOWER AND UPPER MEDIAN BANDS FOR EACH PERIOD AND EACH CATEGORY OF PERSONNEL

(Median 1) For the Programmer Category of Personnel, the year 1 median would be $420.00. The lower median band limit would be $336.00 and higher median band limit would be $546.00.

(Median 2) For the Programmer Category of Personnel, the year 2 median would be $450.00. The lower median band limit would be $360.00 and higher median band limit would be $585.00.

(Median 3) For the Business Analyst Category of Personnel, the year 1 median would be $600.00. The lower median band limit would be $480.00 and higher median band limit would be $780.00.

(Median 4) For the Business Analyst Category of Personnel, the year 2 median would be $620.00. The lower median band limit would be $496.00 and higher median band limit would be $806.00.

(Median 5) For the Project Manager Category of Personnel, the year 1 median would be $700.00. The lower median band limit would be $560.00 and higher median band limit would be $910.00.

(Median 6) For the Project Manager Category of Personnel, the year 2 median would be $800.00. The lower median band limit would be $640.00 and higher median band limit would be $1,040.00.

STEP 2 - POINT ALLOCATION

Bidder 1:

Programmer Year 1 = 75 points (lowest rate within the lower and upper median band limits)

Programmer Year 2 = 75 points (lowest rate within the lower and upper median band limits)

Business Analyst Year 1 = 50 points (lowest rate within the lower and upper median band limits)

Business Analyst Year 2 = 50 points (lowest rate within the lower and upper median band limits)

Project Manager Year 1 = 0 points (outside the lower and higher median band limits)

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Project Manager Year 2	= 22.22 points (based on the following calculation = (Lowest rate of $800.00 / Bidder's proposed rate of $900.00) Multiplied by 25 pts)
Bidder 2:	
Programmer Year 1	= 71.43 points (based on the following calculation = (Lowest rate of $400.00 / Bidder's proposed rate of $420.00) Multiplied by 75 pts)
Programmer Year 2	= 66.67 points (based on the following calculation = (Lowest rate of $400.00 / Bidder's proposed rate of $450.00) Multiplied by 75 pts)
Business Analyst Year 1	= 50 points (lowest price within the lower and upper median band limits)
Business Analyst Year 2	= 48.39 points (based on the following calculation = (Lowest rate of $600.00 / Bidder's proposed rate of $620.00) Multiplied by 50 pts)
Project Manager Year 1	= 23.33 points (based on the following calculation = (Lowest rate of $700.00 / Bidder's proposed rate of $750.00) Multiplied by 25 pts)
Project Manager Year 2	= 25 points (lowest price within the lower and upper median band limits)
Bidder 3:	
Programmer Year 1	= 66.67 points (based on the following calculation = (Lowest rate of $400.00 / Bidder's proposed rate of $450.00) Multiplied by 75 pts)
Programmer Year 2	= 66.67 points (based on the following calculation = (Lowest rate of $400.00 / Bidder's proposed rate of $450.00) Multiplied by 75 pts)
Business Analyst Year 1	= 46.15 points (based on the following calculation = (Lowest rate of $600.00 / Bidder's proposed rate of $650.00) Multiplied by 50 pts)
Business Analyst Year 2	= 0 points (outside the lower and higher median band limits)
Project Manager Year 1	= 25 points (lowest price within the lower and upper median band limits)
Project Manager Year 2	= 25 points (lowest price within the lower and upper median band limits)

STEP 3 - TOTAL FINANCIAL SCORE

Bidder 1

75 + 75 + 50 + 50 + 0 + 22.22 = Total Financial Score of 272.22 points out of a possible 300 points

Bidder 2

71.43 + 66.67 + 50 + 48.39 + 23.33 + 25 = Total Financial Score of 284.82 points out of a possible 284,82 points

Bidder 3

66.67 + 66.67 + 46.15 + 0 + 25 + 25 = Total Financial Score of 229.49 points out of a possible 229,49 points

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

In Canada's experience, bidders will from time to time propose rates at the time of bidding for one or more categories of resources that they later refuse to honour, on the basis that these rates do not allow them to recover their own costs and/or make a profit. When evaluating the rates bid for professional services, Canada may, but will have no obligation to, require price support in accordance with this Article. If Canada requests price support, it will be requested from all otherwise responsive bidders who have proposed a rate that is at least 20% lower than the median rate bid by all responsive bidders for the relevant resource category or categories. If Canada requests price support, the following information is required:

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(i)   an invoice (referencing a contract serial number or other unique contract identifier) that shows that the Bidder has provided and invoiced a customer (with whom the Bidder deals at arm's length) for services performed for that customer similar to the services that would be provided in the relevant resource category, where those services were provided for at least three months within the twelve months before the bid solicitation closing date, and the fees charged were equal to or less than the rate offered to Canada;

(ii)   in relation to the invoice in (i), evidence from the bidder's customer that the services identified in the invoice include at least 50% of the tasks listed in the Statement of Work for the category of resource being assessed for an unreasonably low rate. This evidence must consist of either a copy of the contract (which must describe the services to be provided and demonstrate that at least 50% of the tasks to be performed are the same as those to be performed under the Statement of Work in this bid solicitation) or the customer's signed certification that the services subject to the charges in the invoice included at least 50% of the same tasks to be performed under the Statement of Work in this bid solicitation;

(iii)   in respect of each contract for which an invoice is submitted as substantiation, a résumé for the resource that provided the services under that contract that demonstrates that, in relation to the resource category for which the rates are being substantiated, the resource would meet the mandatory requirements and achieve any required pass mark for any rated criteria; and

(iv)   the name, telephone number and, if available, e-mail address of a contact person at the customer who received each invoice submitted under (i), so that Canada may verify any information provided by the Bidder.

Once Canada requests substantiation of the rates bid for any resource category, it is the sole responsibility of the Bidder to submit information (as described above and as otherwise may be requested by Canada, including information that would allow Canada to verify information with the resource proposed) that will allow Canada to determine whether it can rely, with confidence, on the Bidder's ability to provide the required services at the rates bid. If Canada determines that the information provided by the Bidder does not adequately substantiate the unreasonably low rates, the bid will be declared non-responsive.

(d)   **Formulae in Pricing Tables**

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

3.   At Clause **4.4 - Basis of Selection** of the RFP, **delete** in it's entirety:

Insert:

(a)   **Evaluation of Bid**

Selection Process: The following selection process will be conducted:

(i)   A bid must comply with the requirements of the bid solicitation, meet all mandatory evaluation criteria and obtain the required pass mark for the point rated criteria identified in this bid solicitation to be declared responsive.

(ii)   The responsive bid that obtains the highest Total Bidder Score will be recommended for award of a contract. For any given Bidder, the greatest possible Total Technical Score is 60 while the greatest possible Total Financial Score is 40.

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(A)   Calculation of Total Technical Score: The Total Technical Score will be computed for each responsive bid by converting the Technical Score obtained for the point-rated technical criteria using the following formula, rounded to two decimal places:

$$\frac{\text{Technical Score}}{\textbf{Maximum Technical Points (60)}} \times 60 = \text{Total Technical Score}$$

(B)   Calculation of Total Financial Score: The Total Financial Score will be computed for each responsive bid by converting the Financial Score obtained for the financial evaluation using the following formula rounded to two decimal places:

$$\frac{\text{Financial Score}}{\textbf{Maximum Financial Points (810)}} \times 40 = \text{Total Financial Score}$$

(C)   Calculation of the Total Bidder Score: The Total Bidder Score will be computed for each responsive bid in accordance with the following formula:

Total Technical Score + Total Financial Score = Total Bidder Score

(iii)   In the event of identical Total Bidder Scores occurring, then the bid with the highest Total Technical Score will become the top-ranked bidder.

(b)   **Contract Funding Allocation:** Where more than one contract is awarded, each contract issued will be issued with an amount of funding specified in the article titled "Limitation of Expenditure" calculated based on the following:

(i)   when one contract is awarded, the amount of the Limitation of Expenditure will be determined at Canada's discretion;

(ii)   where two contracts are awarded, the amount of the Limitation of Expenditure of each contract will be determined in accordance with the following:

(A)   the Bidder with the highest Total Bidder Score will receive 70% of the funding initially allocated; and

(B)   the Bidder with the next highest Total Bidder Score will receive 30% of the funding initially allocated.

(iii)   where three contracts are awarded, the amount of the Limitation of Expenditure of each contract will be determined in accordance with the following:

(A)   the Bidder with the highest Total Bidder Score will receive 45% of the funding initially allocated;

(B)   the Bidder with the next highest Total Bidder Score will receive 30% of the funding initially allocated; and

(C)   the Bidder with the next highest Total Bidder Score will receive 25% of the funding initially allocated for that Workstream.

4.   At **ANNEX A - STATEMENT OF WORK,** the following changes apply to the RFP:

Delete 2. REQUIREMENT, in it's entirety.

Insert:

2. REQUIREMENT

The objective is to secure professional services resources in support of Shared Services Integration sector projects. The Contractor needs to possess the requisite capacity and experience to execute the work. The Contractor should understand: the Canadian government ERP environment, ERP integration,

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and trends; the current IM/IT professional services market; and the availabilities of the resource categories listed in Annex A. The Contractor should have a solid track record is supplying quality resources with the requisite skills to execute the work, in a timely fashion as initiated through Task Authorizations.

The Contractor must provide functional and technical personnel in support of ERP software managed by the Shared Services Integration sector on an "as and when requested" basis as initiated through Task Authorizations. Task Authorizations may be issued for any of the following TBIPS resource categories in any of the following specialities to be identified at the time of TA:

2.1   SAP;
2.2   Oracle's PeopleSoft;
2.3   FreeBalance;
2.4   GCDOCS; or
2.5   Case Management.

RESOURCE CATEGORY	LEVEL OF EXPERTISE
Application/Software Architect	Level 3
ERP Functional Analyst	Level 3
ERP System Analyst	Level 3
ERP Technical Analyst	Level 3
Programmer/Analyst	Level 3
System Analyst	Level 3
Tester	Level 3
Web Graphics Designer	Level 3
Data Conversion Specialist	Level 3
Business Analyst	Level 3
Business Architect	Level 3
Business Process Re-engineering (BPR) Consultant	Level 3
Business System Analyst	Level 3
Business Transformation Architect	Level 3
Courseware Developer	Level 3
Help Desk Specialist	Level 3
Change Management Consultant	Level 3
Enterprise Architect	Level 3
Project Coordinator	Level 3
Project Manager	Level 3
Quality Assurance Specialist/Analyst	Level 3
Risk Management Specialist	Level 3

5.   At **ANNEX B - BASIS OF PAYMENT**, **delete** in it's entirety.

Insert:

The rate(s) quoted for any option period(s) must not be lower than the corresponding rate(s) quoted for the Initial Contract Period.

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Resource Category	Level of Expertise	Initial Contract Period (From date of contract award for a period of one year) Firm Per Diem Rate
Application/Software Architect	Level 3	$
ERP Functional Analyst	Level 3	$
ERP System Analyst	Level 3	$
ERP Technical Analyst	Level 3	$
Programmer/Analyst	Level 3	$
System Analyst	Level 3	$
Tester	Level 3	$
Web Graphics Designer	Level 3	$
Data Conversion Specialist	Level 3	$
Business Analyst	Level 3	$
Business Architect	Level 3	$
Business Process Re-Engineering (BPR) Consultant	Level 3	$
Business System Analyst	Level 3	$
Business Transformation Architect	Level 3	$
Courseware Developper	Level 3	$
Help Desk Specialist	Level 3	$
Change Management Consultant	Level 3	$
Enterprise Architect	Level 3	$
Project Coordinator	Level 3	$
Project Manager	Level 3	$
Quality Assurance Specialist/Analyst	Level 3	$
Risk Management Specialist	Level 3	$

OPTION PERIODS:

Resource Category	Level of Expertise	Option Period 1 (For a period of one year) Firm Per Diem Rate
Application/Software Architect	Level 3	$
ERP Functional Analyst	Level 3	$
ERP System Analyst	Level 3	$
ERP Technical Analyst	Level 3	$
Programmer/Analyst	Level 3	$
System Analyst	Level 3	$
Tester	Level 3	$

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Resource Category	Level of Expertise	Firm Per Diem Rate
Web Graphics Designer	Level 3	$
Data Conversion Specialist	Level 3	$
Business Analyst	Level 3	$
Business Architect	Level 3	$
Business Process Re-Engineering (BPR) Consultant	Level 3	$
Business System Analyst	Level 3	$
Business Transformation Architect	Level 3	$
Courseware Developper	Level 3	$
Help Desk Specialist	Level 3	$
Change Management Consultant	Level 3	$
Enterprise Architect	Level 3	$
Project Coordinator	Level 3	$
Project Manager	Level 3	$
Quality Assurance Specialist/Analyst	Level 3	$
Risk Management Specialist	Level 3	$

Resource Category	Level of Expertise	Option Period 2 (For a period of one year) Firm Per Diem Rate
Application/Software Architect	Level 3	$
ERP Functional Analyst	Level 3	$
ERP System Analyst	Level 3	$
ERP Technical Analyst	Level 3	$
Programmer/Analyst	Level 3	$
System Analyst	Level 3	$
Tester	Level 3	$
Web Graphics Designer	Level 3	$
Data Conversion Specialist	Level 3	$
Business Analyst	Level 3	$
Business Architect	Level 3	$
Business Process Re-Engineering (BPR) Consultant	Level 3	$
Business System Analyst	Level 3	$
Business Transformation Architect	Level 3	$
Courseware Developper	Level 3	$
Help Desk Specialist	Level 3	$
Change Management Consultant	Level 3	$

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Enterprise Architect	Level 3	$
Project Coordinator	Level 3	$
Project Manager	Level 3	$
Quality Assurance Specialist/Analyst	Level 3	$
Risk Management Specialist	Level 3	$

6.   AT APPENDIX C TO ANNEX A - RESOURCES ASSESSMENT CRITERIA AND RESPONSE TABLE of the RFP, delete in it's entirety.

Insert:

APPENDIX C TO ANNEX A - RESOURCES ASSESSMENT CRITERIA AND RESPONSE TABLE

To facilitate resource assessment, Contractors must prepare and submit a response to a draft Task Authorization using the tables provided in this Annex. When completing the resource grids, the specific information which demonstrates the requested criteria and reference to the page number of the résumé should be incorporated so that the assessor can verify this information.   The tables should not contain all the project information from the resume. Only the specific answer should be provided.

PERSONNEL QUALIFICATION REQUIREMENTS

1. APPLICATION/SOFTWARE ARCHITECT
1.1 EXPERIENCE LEVELS
Level 3**:** Over 10 years of experience as an **Application/Software Architect** For the purposes of this contract, the roles and responsibilities of an **Application/Software Architect** are defined as follows: a)Develop technical architectures, frameworks and strategies, for an application area, to meet the business and application requirements; b)Identify the policies and requirements that drive out a particular solution; c)Analyze and evaluate alternative software solutions to meet business problems; d)Ensure the integration of all aspects of software solutions; e)Analyze functional requirements to identify information, procedures and decision flows; f)Evaluate existing procedures and methods, identify and document database content, structure and application sub-systems, and develop data dictionary; g)Define and document interfaces of manual to automated operations within application sub-systems, to external systems and between new and existing systems; h)Identify and document solution specific standards relating to programming/configuration, documentation and testing, etc.; i)Review and suggest improvements on existing applications, making use of new functionality, technologies and methodologies; j)Understand and represent the various disparate views of information, documenting actual or probable structural issues; k)Create an application component roadmap - roadmap to align business vision and functional coverage to IT vision; l)Create a robust application architecture framework.

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A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 6 out of 12 of the above tasks and activities.

1.2 MANDATORY EXPERIENCE

Level 3:
1. Minimum of 10 years experience as an **Application/Software Architect**.; and
2. Minimum of 2 years experience in an operational environment.

1.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable.

Level 3: A minimum of 3 years experience within the last seven years.

Experience in:

a)Implementation projects and upgrades;

b)Migration projects from legacy systems to target product;

c)Ensuring that new systems are built in a way that best ensures that functional requirements are met while also ensuring that service qualities (performance, scalability, extensibility etc) for now and for the future are achievable;

d)Reviewing and improving existing systems, making use of new technologies and methodologies;

e)Providing high level guidance and direction on project work, making sure that new projects fit in with an overall strategic vision;

f)Communication with both technical and business teams; strong design experience and technical knowledge; analytical and integrated thinking; conflict resolution;

g)Working with functional and technical teams to ensure continued effective integration of functionality;

h)Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:

i)Versions**,** upgrades and/or additions to licensed functionality may take place over the course of this contract;

ii)FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer, and Performance Budgeting;

iii)GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;

iv)Shared Case Management System (SCMS):MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);

v)SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR;

vi)PeopleSoft modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting,

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Workforce Administration, Labour Administration, Absence Management, Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

2. ERP FUNCTIONAL ANALYST

2.1 EXPERIENCE LEVELS

<u>Level 3</u>**:** Over 10 years of experience as a **ERP Functional Analyst**

For the purposes of this contract, the roles and responsibilities of a **ERP Functional Analyst** are defined as follows:

a)Research, analyze and document user requirements, map interdependencies, and produce the required functional specifications and/or process re-engineering recommendations;
b)Provide functional and technical expertise/advice on modules and available functionality;
c)Interview departmental stakeholders and key managers to develop common priorities, as well as, existing or upcoming future requirements;
d)Conduct working groups to facilitate requirements gathering;
e)Attend business requirement gathering and gap analysis meetings;
f)Document and perform fit/gap to system;
g)Model/map administrative process and data requirements;
h)Analyze code and objects to determine functional fit;
i)Assist developers in the understanding of design specifications;
j)Review Functional/Transaction Design Documents;
k)Help to resolve various implementation issues;
l)Create test scenarios and scripts according to business requirements;
m)Validation test cases and support system testing;
n)Create a test bed of data for the testing environments;
o)Participate in testing, monitoring and reconciliation work related to data quality, data integrity and reports.

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 7 out of 15 of the above tasks and activities.

2.2 MANDATORY EXPERIENCE

<u>Level 3</u>:

1. Minimum of 10 years experience as an **ERP Functional Analyst**
2. Minimum of 2 years experience in an operational environment.

2.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable.

<u>Level 3</u>: A minimum of 3 years experience within the last seven years.

Experience in:

a)Implementation and upgrade projects;
b)Migration projects from legacy systems to target product;

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c)Assessing the functionality of products outside the currently used licensed footprint;

d)Preparing high level business requirement statements of future functions to be implemented;

e)Working on a variety of project areas (development, conversion, testing, training, etc.) to communicate requirements, assess proposed solutions, integrate plans and address a variety of implementation issues;

f)Participating in data mapping and conversion activities;

g)Map and assign security roles and responsibilities;

h)Providing demonstrations of new functionality;

i)Mentoring project team members in requirement analysis and design tasks;

j)Participating in the review of all customization requests and their associated costs for new modules and reports and all maintenance activity;

k)Analyzing various business process solutions to improve the effectiveness of processes;

l)Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:

i)Versions, upgrades and/or additions to licensed functionality may take place over the course of this contract;

ii)FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer , and Performance Budgeting;

iii)GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;

iv)Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);

v)SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR;

vi)PeopleSoft modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management, Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

3.   ERP SYSTEM ANALYST

3.1 EXPERIENCE LEVELS

Level 3: Over 10 years of experience as an **ERP System Analyst**

For the purposes of this contract, the roles and responsibilities of an **ERP System Analyst**
are defined as follows:

a)Develop requirements, feasibility, cost, design, and specification documents for ERP systems;
b)Implement ERP systems to support projects, departments, organizations or businesses;
c)Translate ERP business requirements into systems design and specifications;
d)Analyze and recommend alternatives and options for solutions;

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e)Develop technical specifications for ERP systems development, design and implementation;

f)Research, analyze and document user requirements, map interdependencies, and produce the required functional specifications and/or process re-engineering recommendations;

g)Provide functional and technical expertise on applications;

h)Work with functional and technical teams to ensure continued effective integration of functionality;

i)Interview departmental stakeholders and key managers to develop common priorities, as well as, existing or upcoming future requirements;

j)Assist developers in the understanding of design specifications;

k)Review Functional and Technical Design Documents to ensure that there is alignment across the application(s).

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 5 out of 11 of the above tasks and activities.

3.2 MANDATORY EXPERIENCE

Level 3:

1. Minimum of 10 years experience as an **ERP System Analyst**
2. Minimum of 2 years experience in an operational environment.

3.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable.

Level 3: A minimum of 3 years experience within the last seven years.

Experience in:

a)Analysis, design, development, testing, conversion, documentation and implementation of modules or functionality;

b)Identifying database content, structure, and application sub-systems;

c)Analysis of Code and objects to determine functional fit;

d)Conducting gap resolution sessions with the functional teams to resolve issues with the functional specifications before modifying the application;

e)Map and assign security roles and responsibilities;

f)Helping to resolve various implementation issues and recommend various process solutions to improve the effectiveness of processes;

g)Executing tasks related to the implementation of application and database design and fixes, coding and technical documentation;

h)Migrating objects from one environment to another;

i)Participating in testing, monitoring and reconciliation work related to data quality, data integrity and reports;

j)Addressing defects during testing phases including the identification of the underlying cause of problems/incidents and their subsequent resolution and prevention;

k)Executing data conversion and implementation, including data fixes;

l)Assisting in the management of the technical environments, and the application of fixes where required;

m)Documenting database content, structure, and application sub-systems, and deliver data dictionaries;

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n)Writing data conversion scripts;

o)Preparing technical migration and data conversion plans with fellow analysts;

p)Developing batch programs to migrate and convert data to different database structures;

q)Creating a test bed database for the testing environments and training database for training;

r)Creating technical test scenarios and support system testing and validation of test cases;

s)Government of Canada version products; implementation, upgrades, or migration projects;

t)Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:

i)Versions, upgrades and/or additions to licensed functionality may take place over the course of this contract;

ii)FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer , and Performance Budgeting;

iii)GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;

iv)Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);

v)SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR;

vi)PeopleSoft modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management, Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

4.   ERP TECHNICAL ANALYST

4.1 EXPERIENCE LEVELS

Level 3: Over 10 years of experience as an **ERP Technical Analyst**

For the purposes of this contract, the roles and responsibilities of an **ERP Technical Analyst** are defined as follows:

a)Plan and provide advice to management regarding system landscape architectures including upgrade strategies;

b)Recommend an architectural design for a shared instance and supervise its implementation;

c)Develop or assist with business and functional requirements, project scope, estimates of effort and duration;

d)Translate functional and business requirements into technical requirements;

e)Develop and/or manage technical aspects of application software, user interfaces, and third-party components;

f)Conduct, assist with, and/or manage unit and system tests;

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g)Establish technical standards for the technical framework;

h)Help to resolve various implementation issues and recommend solutions;

i)Take part in testing, monitoring and reconciliation work related to the solution, to reports, data quality and data integrity;

j)Analyze and coordinate data file conversions;

k)Complete mapping, interfaces, mock conversion work, enhancements, actual conversion, and verify completeness and accuracy of converted data;

l)Oversee all facets of the conversion process and provide conversion support;

m)Import files from heterogeneous platforms.

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 6 out of 12 of the above tasks and activities.

4.2 MANDATORY EXPERIENCE

Level 3:

1. Minimum of 10 years experience as an **ERP Technical Analyst**
2. Minimum of 2 years experience in an operational environment.

4.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable.

Level 3: A minimum of 3 years experience within the last seven years.

Experience in:

a)Working with SSC to build and test architecture;

b)Meeting and documenting the system requirements for Security Assessment and Authorization;

c)Map and assign security roles and responsibilities;

d)Applying approved commercial and GC updates, fixes and support packs;

e)The design, analysis, development, testing, implementation, and documentation of a solution;

f)Production of technical and security test scenarios according to business requirements and support system testing and validation of test cases;

g)Integrate and test PKI, Secure Network Communications and Secure Store and Forward technologies in a test landscape;

h)Implement Web based SAP, PeopleSoft other transactions/applications;

i)Take part in testing, monitoring and reconciliation work related to the solution, to reports, data quality and data integrity;

j)Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:

i)Versions, upgrades and/or additions to licensed functionality may take place over the course of this contract;

ii)FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer, and Performance Budgeting;

iii)GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;

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iv)Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);

v)SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR;

vi)PeopleSoft modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management, Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

5. PROGRAMMER ANALYST

5.1 EXPERIENCE LEVELS

Level 3**:** Over 10 years of experience as a **Programmer Analyst**

For the purposes of this contract, the roles and responsibilities of a **Programmer Analyst**
are defined as follows:

a)Analyses of functional requirements leading to the execution of the design, development and implementation of changes to the application;
b)Responsible for developing and maintaining configuration and programs based on approved requirements working both independently and within a team;
c)Participate in application support activities, including interaction with end users, troubleshooting and correcting issues, and reporting to management;
d)Deliver technical specifications documents using the functional specifications provided by the functional and integration teams;
e)Create and modify configuration and code for software as per technical specifications;
f)Create and modify approved screens/pages and reports;
g)Develop, test and implement program and configuration changes;
h)Produce reports, manuals, programs, data files, and procedures for applications;
i)Provide expertise/advice on modules and available application functionality;
j)Analyze Code and objects to determine functional fit;
k)Participate in the review of all customization requests and their associated costs;
l)Execute tasks related to the implementation of application and database design and fixes, coding and technical documentation.

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 6 out of 12 of the above tasks and activities.

5.2 MANDATORY EXPERIENCE

Level 3:

1. Minimum of 10 years experience as a **Programmer Analyst**.
2. Minimum of 2 years experience in an operational environment.

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5.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable:

Level 3: A minimum of 3 years experience within the last seven years.

Experience in:

a)Upgrading documentation from one specified version to another;
b)Technical installation and configuration for applications;
c)Integration of modules, functionality, applications, or interfaces;
d)Organization of the technical solution and performance of analysis;
e)Operating systems (for example, SQL, Windows, Unix and Linux);
f)Database, programming and modeling languages;
g)Development methodologies;
h)Understanding business processes and translating them into system functionality;
i)Database design, development, and enhancement within the Oracle DBMS or MS SQL Server DBMS, or other to be specified;
j)Process, data and object modeling in a variety of application and database environments;
k)Contribution to systems architecture analysis, design, development, and enhancement;
l)Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:
i)Versions, upgrades and/or additions to licensed functionality may take place over the course of this contract;
ii)FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer, and Performance Budgeting;
iii)GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;
iv)Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);
v)SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR.
vi)PeopleSoft modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management, Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

6. SYSTEM ANALYST
6.1 EXPERIENCE LEVELS

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<u>Level 3</u>**:** Over 10 years of experience as a **System Analyst**

For the purposes of this contract, the roles and responsibilities of a **System Analyst**
are defined as follows:

a)Develop requirements, feasibility, cost, design, and specification documents for systems;
b)Implement systems to support projects, departments, or organizations;
c)Translate business requirements into systems design and specifications;
d)Analyze and recommend alternatives and options for solutions;
e)Develop technical specifications for systems development, design and implementation;
f)Ensure that any changes to systems are examined from a cross-functional and modular perspective to ensure that changes do not conflict (collide);
g)Work with functional and technical teams to ensure continued effective integration of functionality;
h)Research, analyze and document user requirements, map interdependencies, and produce the required functional specifications and/or process re-engineering recommendations;
i)Provide functional and technical expertise on applications;
j)Interview departmental stakeholders and key managers to develop common priorities, as well as, existing or upcoming future requirements;
k)Assist developers in the understanding of design specifications;
l)Review Functional and Technical Design Documents to ensure that there is alignment across the application(s).

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 6 out of 12 of the above tasks and activities.

6.2 MANDATORY EXPERIENCE

<u>Level 3</u>:

1. Minimum of 10 years experience as a **System Analyst**
2. Minimum of 2 years experience in an operational environment.

6.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable.

<u>Level 3</u>: A minimum of 3 years experience within the last seven years.

Experience in:

a)Analysis, design, development, testing, conversion, documentation and implementation of modules or functionality;
b)Identifying database content, structure, and application sub-systems;
c)Analysis of Code and objects to determine functional fit;
d)Conducting gap resolution sessions with the functional teams to resolve issues with the functional specifications before modifying the application;
e)Helping to resolve various implementation issues and recommend various process solutions to improve the effectiveness of processes;

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f)Executing tasks related to the implementation of application and database design and fixes, coding and technical documentation;

g)Migrating objects from one environment to another;

h)Participating in testing, monitoring and reconciliation work related to data quality, data integrity and reports;

i)Addressing defects during testing phases including the identification of the underlying cause of problems/incidents and their subsequent resolution and prevention;

j)Executing data conversion and implementation, including data fixes;

k)Assisting in the management of the technical environments, and the application of fixes where required;

l)Documenting database content, structure, and application sub-systems, and deliver data dictionaries;

m)Writing data conversion scripts;

n)Preparing technical migration and data conversion plans with fellow analysts;

o)Developing batch programs to migrate and convert data to different database structures;

p)Creating a test bed database for the testing environments and training database for training;

q)Creating technical test scenarios and support system testing and validation of test cases;

r)Government of Canada version products; implementation, upgrades, or migration projects;

s)Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:

i)Versions, upgrades and/or additions to licensed functionality may take place over the course of this contract;

ii)FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer , and Performance Budgeting;

iii)GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;

iv)Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);

v)SAPP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR.

vi)PeopleSoft modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management, Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

7. TESTER

7.1 EXPERIENCE LEVELS

Level 3: Over 10 years of experience as a **Tester**

For the purposes of this contract, the roles and responsibilities of a **Tester** are defined as follows:

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a)Test strategy, planning and coordination;

b)Supervision of testing in accordance with the plan;

c)Manage and monitor test plans for all levels of testing;

d)Manage walkthroughs and reviews related to testing and implementation readiness;

e)Report test status;

f)Develop test scenarios and test scripts;

g)Establish and maintain test script libraries for a multi-platform, multi-operating system environment;

h)Establish software testing procedures for unit test, integration testing and regression testing with emphasis on automating the testing procedures where appropriate;

i)Establish and operate "inter operability" testing procedures to ensure that the interaction and coexistence of various software elements, which are proposed to be distributed on the common infrastructure, conform to appropriate departmental standards (e.g. performance, compatibility, etc.) and have no unforeseen detrimental effects on the shared infrastructure;

j)Establish a validation and verification capability which assumes functional and performance compliance.

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 4 out of 10 of the above tasks and activities.

7.2 MANDATORY EXPERIENCE

Level 3:

1. Minimum of 10 years experience as a **Tester**
2. Minimum of 2 years experience in an operational environment.

7.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable.

Level 3: A minimum of 3 years experience within the last seven years.

Experience in:

a)Understanding requirements, creating test scenarios, test scripts, preparing test data, executing test scripts and reporting defects and reporting results to test lead;

b)Understanding and analyzing Business, Functional, Technical and UI (User Interface) requirements of the project/release;

c)Creating Test Scenarios, Test Conditions & Expected results and Test Cases;

d)Recording, running and maintaining automated Test Scripts;

e)Creating Required Test Data and maintaining Common Test Data sheet of the project/release;

f)Creating Test Deliverables as per Testing Standards followed by the project/ release;

g)Configuring and setup the lab environment prior to the test execution;

h)Executing Test Scripts and documenting test results;

i)Logging defects and verifies defect fixes;

j)Informing Test Lead on any issues that could potentially impact quality, schedule or budget of the project/ release;

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k)Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:

i)Versions, upgrades and/or additions to licensed functionality may take place over the course of this contract;

ii)FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer, and Performance Budgeting;

iii)GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;

iv)Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);

v)SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR;

vi)PeopleSoft modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management, Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

8. WEB GRAPHICS DESIGNER

8.1 EXPERIENCE LEVELS

Level 3: Over 10 years of experience as a **Web Graphics Designer**

For the purposes of this contract, the roles and responsibilities of a Web Graphics Designer are defined as follows:

a)Create web pages including graphics and general web site design;

b)Develop and implement usability tests, analyze results and modify design accordingly;

c)Develop flowcharts (web site flow maps) depicting navigation and basic content;

d)Develop line drawings or block diagrams illustrating the priority of information, links, navigation and space requirements;

e)Develop content diagrams showing the interactive connection between web pages;

f)Develop interactive prototypes showing basic form and functionality for both usability testing and presentations.

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 3 out of 6 of the above tasks and activities.

8.2 MANDATORY EXPERIENCE

Level 3:

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1. Minimum of 10 years experience as a **Web Graphics Designer**
2. Minimum of 2 years experience in an operational environment.

8.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable. In addition the experience may be applicable to a specific application; for example PeopleSoft or SAP or others.

Level 3: A minimum of 3 years experience within the last seven years.

Experience in:

a) Uploading completed designs, for example WET 3.0;

b) Applying the secure login and set ting up database(s) on the Websites;

c) Ensuring login and database are functional; perform quality control, as approved by the Project Manager;

d) Administration of previously developed sites until sites with new template with working login, database and can be published;

e) Working with Web hosting provider from a technical perspective;

f) Applying Google Analytics to sites;

g) Performing database programming, script writing, QA, testing;

h) Database management;

i) HTML5, JavaScript, jQuery, ASP, PHP, .NET, and Web publishing processes;

j) The languages and technologies used to build and support the Websites for example: JQuery, JavaScript, HTML, Adobe Dreamweaver, Adobe Contribute, SQL Server, IIS, HTDig (Search feature);

k) Development, testing and management of Web sites and Web related products using Adobe Dreamweaver, and Content Management Systems such as Adobe Contribute, Drupal, Wordpress, etc.;

l) Best practices in Web publishing, including Website design principles, page layout and Website navigation;

m) Web quality assurance and code validation tools;

n) Login features for secure areas of Websites;

o) Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:

i) Versions, upgrades and/or additions to licensed functionality may take place over the course of this contract;

ii) FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer, and Performance Budgeting;

iii) GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;

iv) Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);

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v)SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR;

vi)PeopleSoft modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management, Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

9. DATA CONVERSION SPECIALIST

9.1 EXPERIENCE LEVELS

Level 3: Over 10 years of experience as a **Data Conversion Specialist**

For the purposes of this contract, the roles and responsibilities of a **Data Conversion Specialist** are defined as follows:

a)Analyze and document scope of work for data conversion projects;
b)Utilize all available software applications to complete data processing jobs in a timely and accurate manner;
c)Define new database structures, data conversion strategy, database conversion framework and specifications;
d)Coordinate the conversion of various types of client data;
e)Responsible for converting data from multiple data sources including text files, MS Excel and MS Access;
f)Ensure the accuracy, completeness, and timeliness of data stored in the database;
g)Control and coordinate changes to the database, including the deletion of records, changes to the existing records, additions to the database develop and coordinate back-up, disaster recovery and virus protection procedures;
h)Communicate project status to clients and works with clients on verifying that data is converted correctly;
i)Identifies issues and takes the proper actions to resolve them;
j)Responsible for running validation processes to ensure conversion accuracy;
k)Ability to quickly gain working knowledge of product to review converted data with clients and answer questions;
l)Assumes responsibility for conversion related support calls from all clients.

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 5 out of 12 of the above tasks and activities.

9.2 MANDATORY EXPERIENCE

Level 3:

1. Minimum of 10 years experience as a **Data Conversion Specialist**
2. Minimum of 2 years experience in an operational environment.

9.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

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The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable.

Level 3: A minimum of 3 years experience within the last seven years.

Experience in:

a.Design, development and testing of all data conversion - transformation, extraction and migration activities;
b.Working with the data architect ensure that all ongoing data conversion, transformation, de-duplication, extraction and load functions once ready for production deployment are documented in detailed data models;
c.Ensure that any key fields and business rules relied upon as part of any ongoing de-duplication are conveyed clearly to the project manager;
d.Work with data owners to verify and obtain approval that any migrated or transformed data retains its accuracy;
e.Own the reject and exception handling processes associated with migration, extract and load tools;
f.Execute one off data migration jobs as required;
g.Resolve as required migration, extract and load exceptions reported;
h.Oversee all facets of the conversion process;
i.Perform data analysis; construct query statements and conversion scripts. Complete mapping, interfaces, trial conversion work, enhancements, actual conversion, and verify completeness and accuracy of converted data;
j.Import files from heterogeneous platforms;
k.Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:

i)Versions, upgrades and/or additions to licensed functionality may take place over the course of this contract;
ii)FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer, and Performance Budgeting;
iii)GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;
iv)Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);
v)SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR;
vi)PeopleSoft organized by modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management, Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

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10. BUSINESS ANALYST

10.1 EXPERIENCE LEVELS

Level 3**:** Over 10 years of experience as a **Business Analyst**

For the purposes of this contract, the roles and responsibilities of a **Business Analyst** are defined as follows:

a)Determines operational objectives by studying business functions; gathering information; evaluating output requirements and formats;
b)Analyzes requirements; constructs workflow charts and diagrams; studies system capabilities; writing specifications;
c)Ensures that all documentation accurately reflects the current status of changes and outstanding issues so that business requirements reflect application features and functions;
d)Ensures that all items follow the change management process and are entered and tracked through the change management software;
e)Improves systems by studying current practices; designing business modifications;
f)Recommends controls by identifying problems; writing improved procedures;
g)Maintains system protocols by writing and updating procedures;
h)Provides references for users by writing and maintaining user documentation; providing help desk support; training users;
i)Prepares reports by collecting, analyzing, and summarizing information and trends.

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 4 out of 9 of the above tasks and activities.

10.2 MANDATORY EXPERIENCE

Level 3:

1. Minimum of 10 years experience as a **Business Analyst**
2. Minimum of 2 years experience in an operational environment.

10.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable.

Level 3: A minimum of 3 years experience within the last seven years.

Experience in:

a)Review, analyses, and creation of detailed documentation of business systems and user needs, including workflow, functions, and steps required to develop or modify application functionality;
b)Determining business, functional and technical requirements for specified applications;
c)Coordination of the development of all approved versions of business and functional specifications for specified applications;
d)Developing effective reporting tools for the business unit;
e)Analyses of the business unit's activities and trends and compares analyses against the service standards and best practices;

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f)Defining, developing and implementing quality assurance practices and procedures, end user test plans and other QA assessments in conjunction with the QA team;

g)Managing specific application quality assurance and help desk activities including the tracking of bug reports and change requests and ensuring their timely resolution;

h)Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:

i)Versions, upgrades and/or additions to licensed functionality may take place over the course of this contract;

ii)FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer, and Performance Budgeting;

iii)GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;

iv)Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);

v)SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR;

vi)PeopleSoft organized by modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management, Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

11. BUSINESS ARCHITECT

11.1 EXPERIENCE LEVELS

Level 3**:** Over 10 years of experience as a **Business Architect**

For the purposes of this contract, the roles and responsibilities of a **Business Architect** are defined as follows:

a)Develop a business architecture strategy for the business based on a situational awareness of various business scenarios and motivations;

b)Apply a structured business architecture approach and methodology for capturing the key views of the business in the context of the enterprise;

c)Capture the tactical and strategic business goals that provide traceability through the organization and are mapped to metrics that provide ongoing governance;

d)Describe the primary business functions of the assigned business area in the context of the enterprise and distinguish between client-facing, supplier-related, business execution and business management functions;

e)Enumerate, analyze, catalog, and suggest improvements to the strategic, core and support processes of the business, as needed, to support strategic and operational goals;

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f)Define the data elements shared between the business and enterprise and the relationships between those data elements and processes, resources, systems, and other data elements;

g)Enumerate, analyze, and suggest improvements to the structural relationships of the business;

h)Create and maintain an ongoing model of roles, capabilities and business areas, the decomposition of those business areas into subunits, and the interplay between these areas in various business processes, materials, resources, and systems;

i)Maintain a broad, enterprise-wide view of the business and varying degrees of appreciation for strategy, processes and capabilities, enabling technologies, and governance;

j)Recognize structural issues within the organization, functional interdependencies and cross-silo redundancies.

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 8 out of 10 of the above tasks and activities.

11.2 MANDATORY EXPERIENCE

Level 3:

1. Minimum of 10 years experience as a **Business Architect**
2. Minimum of 2 years experience in an operational environment.

11.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable.

Level 3: A minimum of 3 years experience within the last seven years.

Experience in:

a)Application of architectural principles, methods, and tools to business challenges;

b)Assimilation and correlation of disconnected documentation and drawings, and articulation of their collective relevance to the organization and to high-priority business issues;

c)Creating high-level models (rigorous information-rich diagrams) that can be used in future analysis to extend and mature the business architecture;

d)Planning and deploying either business or IT initiatives;

e)Modeling business processes using a variety of tools and techniques;

f)Design, development, and change management expertise to cross business projects and initiatives to ensure desired business transformation is achieved;

g)Business process reviews and evaluations of existing business processes to identify and assess process opportunities for efficiency, effectiveness, business impact and risks;

h)Business process design and modeling to determine desired state for new business processes;

i)Developing, facilitating and managing workshops/forums;

j)Leveraging and developing all required business architecture artifacts, documents and materials;

k)Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:

i)Versions, upgrades and/or additions to licensed functionality may take place over the course of this contract;

ii)FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer, and Performance Budgeting;

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iii)GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;

iv)Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);

v)SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR;

vi)PeopleSoft modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management, Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

12. BUSINESS PROCESS RE-ENGINEERING (BPR) CONSULTANT

12.1 EXPERIENCE LEVELS

Level 3: Over 10 years of experience as a Business Process Re-engineering (BPR) Consultant

For the purposes of this contract, the roles and responsibilities of a Business Process Re-engineering (BPR) Consultant are defined as follows:

a)Analyze business functional requirements to identify information, procedures and decision flows;

b)Identify candidate processes for re-design; prototype potential solutions, provide trade-off information and suggest a recommended course of action. Identify the modifications to the automated processes;

c)Provide expert advice in defining new requirements and opportunities for applying efficient and effective solutions; identify and provide preliminary costs of potential options;

d)Provide expert advice in developing and integrating process and information models between processes to eliminate information and process redundancies;

e)Identify and recommend new processes and structures;

f)Provide expert advice on and/or assist in implementing new processes and changes;

g)Document workflows;

h)Use business and workflow modeling software tools.

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 3 out of 8 of the above tasks and activities.

12.2 MANDATORY EXPERIENCE

Level 3:

1. Minimum of 10 years experience as a Business Process Re-engineering (BPR) Consultant
2. Minimum of 2 years experience in an operational environment.

12.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

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The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable.

Level 3: A minimum of 3 years experience within the last seven years.

Experience in:

a)Understanding and documenting the current working process in details;
b)Analyzing the working process and discovering the gaps and the weakness points;
c)Reengineering the process and suggesting efficient working procedures that satisfy the organization's business goals and objectives;
d)Performing continuous studies and researches to improve the business process, and giving recommendations regarding the most suitable methodologies;
e)Tracking the working process and evaluate its effectiveness;
f)Collaborating with teams to resolve design and implementation details as they evolve;
g)Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:

i)Versions, upgrades and/or additions to licensed functionality may take place over the course of this contract;
ii)FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer, and Performance Budgeting;
iii)GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;
iv)Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);
v)SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR;
vi)PeopleSoft modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management, Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

13. BUSINESS SYSTEM ANALYST
13.1 EXPERIENCE LEVELS

Level 3: Over 10 years of experience as a **Business System Analyst**

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For the purposes of this contract, the roles and responsibilities of a **Business System Analyst** are defined as follows:

a)Responsible for one or more applications or functional areas related to business information systems;

b)Responsible for functional facets of the software development life cycle (SDLC) including: process definition and reengineering, high and detailed-level requirements gathering, fit/gap analysis, functional design, testing, training, reporting, support, and continuous improvement of business applications;

c)Determine operational objectives by studying business functions; gathering information; evaluating output requirements and formats;

d)Consult with management and users to determine the needs of the system;

e)Partner with project stakeholders by analyzing all requirements to formulate business specifications and translate those into application functionality;

f)Create high-level (functional) designs that are accurately documented and mapped to business or architectural requirements, and communicate those designs to the technical development team;

g)Help shape and implement strategic roadmaps for one or more business systems;

h)Improve systems by studying current practices; configuring modifications;

i)Recommend controls by identifying problems; writing improved procedures;

j)Write and update procedures; maintain user documentation; providing help desk support; training users;

k)Prepares technical reports by collecting, analyzing, and summarizing information and trends.

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 5 out of 11 of the above tasks and activities.

13.2 MANDATORY EXPERIENCE

Level 3:

1. Minimum of 10 years experience as a **Business System Analyst**
2. Minimum of 2 years experience in an operational environment.

13.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable.

Level 3: A minimum of 3 years experience within the last seven years.

Experience in:

a)Defining business requirements and translating into design specifications for business systems development, ensuring program objectives, business rules, organizational policies and user needs are addressed;

b)Ensuring the proposed solution or approach aligns with GC corporate policies and standards;

c)Reviewing and evaluating system deliverables combining technical ability with a user perspective to ensure satisfaction of the project/business objectives;

d)Facilitating business process review meetings with subject matter experts and refine processes to maximize business efficiency;

e)Documenting business processes using MS Visio and/or other modeling applications;

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f)Evaluating existing procedures and methods, identifying and documenting items such as database content, structure, application subsystems, and data dictionary;

g)Defining and documenting interfaces of manual to automated operations within application subsystems, to external systems, and between new and existing systems;

h)Analyzing and working with stakeholders to prioritize application defects/enhancement and participating in the change management process;

i)Establishing acceptance test criteria;

j)Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:

i)Versions, upgrades and/or additions to licensed functionality may take place over the course of this contract;

ii)FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer, and Performance Budgeting;

iii)GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;

iv)Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);

v)SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR;

vi)PeopleSoft modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management, Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

14. BUSINESS TRANSFORMATION ARCHITECT

14.1 EXPERIENCE LEVELS

Level 3: Over 10 years of experience as a **Business Transformation Architect**

For the purposes of this contract, the roles and responsibilities of a **Business Transformation Architect** are defined as follows:

a)Transform the enterprise and prioritize options against clear decision-making criteria;

b)Provide strong knowledge of good business practices combined with a sound understanding of architectural and technical issues;

c)Articulate service visions, able to align Information Technologies with Enterprise Strategy;

d)Shares common solutions and best practices;

e)Advise and coordinate business and technology transformation initiatives;

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f)Bridge the gaps between business and IT to help the enterprise document its operational business design based on sound principles and standards;

g)Design the total solution delivery environment;

h)Organize and lead complex projects across multiple processes and business lines;

i)Lead cross organizational information gathering sessions;

j)Architect solutions using business architecture components, process change, or organizational change.

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 5 out of 10 of the above tasks and activities.

14.2 MANDATORY EXPERIENCE

Level 3:

1. Minimum of 10 years experience as a **Business Transformation Architect**
2. Minimum of 2 years experience in an operational environment.

14.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable.

Level 3: A minimum of 3 years experience within the last seven years.

Experience in:

a)Analysis and development of business enterprise success "critical success factors";

b)Analysis and development of architecture requirements design, process development, process mapping and training;

c)Business process analysis, improvement, simplification, modeling, automation and implementation;

d)Leading teams to define business strategy and processes in support of transformation and change management activities;

e)Change impact analysis and change management activities;

f)Organizational realignment;

g)Providing advice in defining new requirements and opportunities for applying efficient and effective solutions; identifies and provides preliminary costs of potential options;

h)Providing advice in developing and integrating process and information models between business processes to eliminate information and process redundancies;

i)Identifying and recommending solution options;

j)Researching initiatives currently underway for the broader Government of Canada to ensure alignment with the proposed system solution;

k)Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:

i)Versions, upgrades and/or additions to licensed functionality may take place over the course of this contract;

ii)FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer, and Performance Budgeting;

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iii)GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;

iv)Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);

v)SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR.

vi)PeopleSoft modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management, Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

15. COURSEWARE DEVELOPER

15.1 EXPERIENCE LEVELS

Level 3: Over 10 years of experience as a **Courseware developer**

For the purposes of this contract, the roles and responsibilities of a **Courseware developer** are defined as follows:

a)Design and develop instructional material for system procedures that support technical products;
b)Demonstrate and utilize effective needs analysis, procedure development, and evaluation skills;
c)Identify, define, document and refine procedures and steps to achieve maximum product quality and production efficiency;
d)Develop storyboards and ensure that procedure sequences, content and graphics concepts are aligned with the project's production standards;
e)Develop preliminary layouts with business analysts to validate and enhance content and presentation;
f)Prepare courseware products for delivery by compiling/packaging/exporting the content into the final delivery format;
g)Audit and edit all developed products for accuracy, completeness, flow, balance, and clarity of understanding, in accordance with applicable instructions;
h)Recommend sound solutions to resolve technical and administrative problems within the scope of the effort.

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 3 out of 8 of the above tasks and activities.

15.2 MANDATORY EXPERIENCE

Level 3:

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1. Minimum of 10 years experience as a **Courseware developer**
2. Minimum of 2 years experience in an operational environment.

15.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable.

Level 3: A minimum of 3 years experience within the last seven years.

Experience in:

a)Performing needs assessment/analysis for instructional purposes;
b)Planning and monitoring documentation projects;
c)Performing job, task, and/or content analysis;
d)Working with end-users, subject matter experts, and/or business analysts to design and develop user documentation and instructional materials;
e)Storyboarding the learning content with subject matter experts or business analysts;
f)Assisting in assessing the requirements for populating a training database;
g)Establishing and applying standards for topic development;
h)Developing learning packages and documentation using automated tools such as User Productivity Kit or Productivity Pak;
i)Creating a French and English Lexicon for terminology;
j)Performing quality assurance and compare of topics;
k)Conducting training. Certified training in the courseware product (for example User Productivity Kit or Productivity Pak).
l)Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:

i)Versions, upgrades and/or additions to licensed functionality may take place over the course of this contract;
ii)FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer, and Performance Budgeting;
iii)GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;
iv)Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);
v)SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR;
vi)PeopleSoft modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management, Workforce Development -

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(Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

16. HELP DESK SPECIALIST

16.1 EXPERIENCE LEVELS

Level 3**:** Over 10 years of experience as a **Help Desk Specialist**

For the purposes of this contract, the roles and responsibilities of a **Help Desk Specialist** are defined as follows:

a)Perform a variety of applications problem analysis and monitoring tasks and respond appropriately to user requests and problems;

b)Perform initial problem analysis and triage problem to other appropriate staff when appropriate;

c)Maintain liaison with application users, functional and technical staff to communicate the status of problem resolution to users; log and track requests for assistance;

d)Develop, implement, and/or participate in the preparation of procedure manuals and documentation for help desk use; conduct periodic user satisfaction surveys and track user problem trends; make recommendations for improvements to the applications and create reports based on information provided from user surveys and trends;

e)Develop, implement, and/or participate in the distribution of application related information to users to include information such as help desk procedures and handbooks;

f)Participate in the development of a comprehensive training plan for help desk procedures; assist in training personnel providing backup coverage;

g)Perform other related duties incidental to the work described herein.

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 3 out of 7 of the above tasks and activities.

16.2 MANDATORY EXPERIENCE

Level 3:

1. Minimum of 10 years experience as a **Help Desk Specialist**
2. Minimum of 2 years experience in an operational environment.

16.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable.

Level 3: A minimum of 3 years experience within the last seven years.

Experience in:

a)Resolving support problems reported to Help Desk;

b)Provide first-level contact and problem resolution for all users with applications problems;

c)Resolve as many user-reported problems as expertise permits using available tools and following procedures and policies for the handling of support cases;

d)Obtaining and convening concise problem information for external and internal service personnel;

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e)Providing accurate and timely logging of problems and resolution for problems in the problem management database;

f)Acting as a liaison between clients and internal support staff to assure accurate problem interpretation;

g)Running reports to determine malfunctions that continue to occur;

h)Maintaining communications with customers during the problem resolution process;

i)Reviewing and updating Help Desk documentation;

j)Reviewing and recommending modifications to procedures;

k)Gathering and inputting data for regular reports distributed by Help Desk;

l)Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:

i)Versions, upgrades and/or additions to licensed functionality may take place over the course of this contract;

ii)FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer, and Performance Budgeting;

iii)GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;

iv)Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);

v)SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR;

vi)PeopleSoft modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management, Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

17. CHANGE MANAGEMENT CONSULTANT

17.1 EXPERIENCE LEVELS

Level 3: Over 10 years of experience as a **Change Management Consultant**

For the purposes of this contract, the roles and responsibilities of a **Change Management Consultant** are defined as follows:

a)Establish a climate of organizational change within the impacted community through an understanding of the stakeholders and the issues within their working environment;

b)Engage and enable the organization to implement solutions by providing practical and actionable tools and templates;

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c)Sustain the results of the implementation by providing a balanced scorecard approach and post-implementation support tools;

d)Provide both executive and project leaders with a common framework and corresponding tools and templates to assist them in articulating the vision. This will also include coaching, mentoring and knowledge transfer where required;

e)An assessment of the current impacted environment, an understanding the 'where and why' of the pockets of resistance, and the development of a proactive change management strategy;

f)Work with the target community to ensure alignment, correct skills and experience to enable the change;1Develop a Balanced Scorecard framework and approach that defines a process for achieving results, generating successful outcomes and ensuring a peak performance;

g)Provide onsite as well as remote coaching, mentoring and advisory services for the management of change and individuals as required;

h)Provide a change management risk mitigation strategy and plan.

 A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 7 out of 9 of the above tasks and activities.

17.2 MANDATORY EXPERIENCE

Level 3:

1. Minimum of 10 years experience as a **Change Management Consultant**
2. Minimum of 2 years experience in an operational environment.

17.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable.

Level 3: A minimum of 3 years experience within the last seven years.

Experience in:

a)Driving the development and delivery of Change Management 'thought-ware' designed for the target audience;

b)Assisting with the design, development and execution of workshops and other activities to promote and sustain leadership alignment and stakeholder enrolment strategies throughout the life cycle;

c)Providing advice on communication with corporate leaders and developing action plans which would sustain momentum and enthusiasm;

d)Providing continuous feedback to leadership derived from Change Management activities and developing plans and actions in response to that feedback;

e)Assisting with the development of enabling strategies and enhancement activities designed to ensure peak performance;

f)Providing a framework and techniques for delivering Organizational Readiness Assessments at strategic points;

g)Assisting in the development of a detailed work plan, monitoring the work plan activities and developing contingency plans in light of on-going Change Management activity results and facilitating and coordinating communication with key stakeholders as per the stakeholder mapping process;

h)Providing facilitation expertise for workshops and meetings;

i)Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:

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i)Versions, upgrades and/or additions to licensed functionality may take place over the course of this contract;

ii)FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer, and Performance Budgeting;

iii)GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;

iv)Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);

v)SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR;

vi)PeopleSoft modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management, Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

18. ENTERPRISE ARCHITECT

18.1 EXPERIENCE LEVELS

Level 3: Over 10 years of experience as an **Enterprise Architect**

For the purposes of this contract, the roles and responsibilities of an **Enterprise Architect** are defined as follows:

a)Work with stakeholders, both leadership and subject matter experts, to build a holistic view of the strategy, processes, information, and information technology assets;

b)Ensure that the business and IT are in alignment;

c)Ensure that systems do not duplicate functionality or diverge from each other and business and IT strategies;

d)Define and update the long term vision of the environment;

e)Establish the roadmap of projects to achieve the long term vision;

f)Analyze enterprise business drivers to determine business information and technical architecture requirements;

g)Analyze the current information technology environment to detect critical deficiencies and recommend solutions for improvement;

h)Design and lead the implementation of enterprise-wide technology architecture based on enterprise business requirements and information technology strategies;

i)Support delivery teams in the elaboration of solution architectures in conformance / in line with the Enterprise Architecture;

j)Support evaluation of software standards, and the design of standard configurations;

k)Document all architecture design and analysis work;

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l)Support projects with all information required by the different teams: selection of solutions, precise scope document, and documented architecture. Resolve issues when applicable;

m)Provide to the architecture team all deliverables including current architecture, long term vision and roadmap.

n)Participate in technology surveillance, prototyping projects, vendor / package selection.

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 6 out of 15 of the above tasks and activities.

18.2 MANDATORY EXPERIENCE

Level 3:

1. Minimum of 10 years experience as an **Enterprise Architect**
2. Minimum of 2 years experience in an operational environment.

18.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable.

Level 3: A minimum of 3 years experience within the last seven years.

Experience in:

a)Development and evolution of the Enterprise Architecture in alignment with the 5 year rolling business plan by translating business vision, strategies and environmental trends into the definition of the Target State Enterprise Architecture viewpoints: business, information, application and technology;

b)Development and evolution of the Enterprise Architecture Roadmaps;

c)Promoting adherence to Architecture governance;

d)Leading and publishing strategic positioning with respect to the introduction of new technologies as well as the utilization/practice of existing ones;

e)Participating and providing input to the planning process;

f)Identifying synergistic opportunities and dependencies by working across the organization to identify opportunities for reuse to maximize benefit if IT spent;

g)Identifying operational risks stemming from application and technology health status, advise business on options and ensure actions are factored into the planning process;

h)Defining the initial Solution Architectures for strategic initiatives to ensure alignment with the Enterprise Architecture Roadmap;

i)Maintaining a balance between tactical and strategic vision to ensure proper recommendations are made;

j)Staying abreast of business and technology strategies to provide value-added expertise and allow for the elaboration of pertinent architectures and positions;

k)Creating and maintaining strong relationships and alignment with Standard Enterprise Architecture group as well as collaborate with other Enterprise Architects;

l)Coaching and mentoring Architects across the organization;

m)Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:

i)Versions, upgrades and/or additions to licensed functionality may take place over the course of this contract;

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ii)FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer, and Performance Budgeting;

iii)GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;

iv)Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);

v)SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR.

vi)PeopleSoft modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management, Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

19. PROJECT COORDINATOR

19.1 EXPERIENCE LEVELS

Level 3: Over 10 years of experience as a **Project Coordinator**

For the purposes of this contract, the roles and responsibilities of a **Project Coordinator** are defined as follows:

a)Attend meetings and assist with determination of project requirements;
b)Assist the Project Manager (PM) in the drafting and issuance of project proposals, RFP's, tenders, budgets, cash flows and preliminary schedules;
c)Prepare project organization and communication charts;
d)Chair site meetings and distribute minutes to all project team members;
e)Track the progress and quality of work being performed by team;
f)Use project scheduling and control tools to monitor projects plans, work hours, budgets and expenditures;
g)Effectively and accurately communicate relevant project information to the PM and project team;
h)Maintain contracts tracking log;
i)Track and manage issues, defects and change requests in the service desk database;
j)Ensure all required project close out documents are obtained;
k)Keep the Project Ma nager and others informed about project status and issues that may impact the project.

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 6 out of 11 of the above tasks and activities.

19.2 MANDATORY EXPERIENCE

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Level 3:

1. Minimum of 10 years experience as a **Project Coordinator**
2. Minimum of 2 years experience in an operational environment.

19.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable.

Level 3: A minimum of 3 years experience within the last seven years.

Experience in:

a)Assisting project management, business, functional, technical users and end users in project coordination and synchronization tasks;
b)Providing administrative and technical support of a clerical nature as required to a project team;
c)Maintaining project documentation and application/system libraries;
d)Tracking and managing issues, defects and change requests in the service desk database;
e)Maintaining and updating relevant project information in manual and/or electronic files; project information might include such things as project activity schedule, status reports, correspondence;
f)Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:

i)Versions, upgrades and/or additions to licensed functionality may take place over the course of this contract;
ii)FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer, and Performance Budgeting:
iii)GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;
iv)Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);
v)SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR;
vi)PeopleSoft modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management, Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

20. PROJECT MANAGER
20.1 EXPERIENCE LEVELS

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Level 3: Over 10 years of experience as a **Project Manager**

For the purposes of this contract, the roles and responsibilities of a **Project Manager** are defined as follows:

a)Responsible for accomplishing the stated project objectives;
b)Create clear and attainable project objectives, building the project requirements, and managing the constraints of the project management triangle, which are cost, time, scope, and quality;
c)Identify resources needs and works with program managers to assign individual responsibilities;
d)Create and execute project work plans and timelines and revises as appropriate to meet changing needs and requirements;
e)Manage day-to-day operational aspects of a project and scope;
f)Lead project scoping activities;
g)Effectively communicates relevant project information to team and stakeholders;
h)Route work between all responsible resource teams in all stages of the system like cycle;
i)Communicates project changes and updates to appropriate team members;
j)Facilitate team and stakeholder meetings to review work;
k)Prepare regular status reports and distributes as necessary;
l)Review deliverables prepared by team before presenting to stakeholders;
m)Ensure documents are complete, current, and stored appropriately;
n)Resolve and /or escalate issues in a timely fashion;
o)Manage both internal and external approvals;
p)Monitor scope creep and re-scopes projects if necessary.

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 8 out of 16 of the above tasks and activities.

20.2 MANDATORY EXPERIENCE

Level 3:

1. Minimum of 10 years experience as a **Project Manager**
2. Minimum of 2 years experience in an operational environment.

20.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable.

Level 3: A minimum of 3 years experience within the last seven years.

Experience in:

a)Leading projects using accepted project management techniques and GC project guidelines to achieve desired outcomes and goals. Drawing on extensive knowledge of business and client needs, business process design and project experience, to ensure project success criteria are met;
b)Managing the project during the development, implementation and operations startup by ensuring that resources are made available and that the project is developed and is fully operational within previously agreed time, cost and performance parameters;

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c)Formulating statements of problems; establishes procedures for the development and implementation of significant, new or modified project elements to solve these problems, and obtains approval thereof;

d)Defining and documenting the objectives for the project; determine budgetary requirements, the composition, roles and responsibilities and terms of reference for the project team;

e)Preparing plans, charts, tables and diagrams to assist in analyzing or displaying problems; work with a variety of project management tools;

f)Developing project schedule, plans, strategies and resource requirements;

g)Managing resources against work plans to ensure completion of project tasks;

h)Mitigating risks through development and execution of risk management strategy;

i)Managing the change management process to effectively manage and respond to change requests;

j)Managing issues management process;

k)Assessing, monitoring, and controlling quality;

l)Completing post project implementation review;

m)Measuring project outcome achievement;

n)Reporting progress of the project on an ongoing basis and at scheduled points in the life cycle;

o)Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:

i)Versions, upgrades and/or additions to licensed functionality may take place over the course of this contract;

ii)FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer, and Performance Budgeting;

iii)GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;

iv)Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);

v)SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR.

vi)PeopleSoft modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management, Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

21. QUALITY ASSURANCE SPECIALIST/ANALYST

21.1 EXPERIENCE LEVELS

Level 3**:** Over 10 years of experience as a **Quality Assurance Specialist/Analyst**

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For the purposes of this contract, the roles and responsibilities of a **Quality Assurance Specialist/Analyst** are defined as follows:

a)Devise and establish quality procedures, standards and specifications;
b)Provide necessary definition, development and deployment of product quality assurance strategy, addressing all phases of product development;
c)Review requirements and ensure that they are met;
d)Ensure processes meet standards;
e)Set up and maintain controls and documentation standards and procedures;
f)Ensure delivery against QA goals and objectives, i.e. meeting commitments and coordinating overall quality assurance schedule;
g)Maintain product consistency throughout product cycle, to include the design, define and build phases through quality checkpoints and testing;
h)Develop and manage quality assurance metrics for performance improvement of all teams;
i)Implement ongoing quality improvement processes;
j)Evaluate progress for test efforts on a regular basis. Communicates issues and risks to project teams on a timely basis;
k)Organize/coordinate quality events (peer reviews, checklist execution);
l)Facilitate process improvements.

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 5 out of 12 of the above tasks and activities.

21.2 MANDATORY EXPERIENCE

Level 3:

1. Minimum of 10 years experience as a **Quality Assurance Specialist/Analyst**
2. Minimum of 2 years experience in an operational environment.

21.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable.
Level 3: A minimum of 3 years experience within the last seven years.

Experience in:

a)Creating and enhancing the QA Testing Methodology;
b)Formalizing testing strategy and developing templates to ensure compliance with organizational standards and meeting audit requirements;
c)Defining process for approving and releasing changes to applications environments;
d)Working with project team members to understand the logical flow of defects resolution processes; then designing and customizing QC to be used as an effective defect tracking and controlling tool;
e)Generating dashboards and reports from QC for project team and management;
f)Working closely with Project Managers on all project related testing activities which include:
i)Understanding the project requirements;
ii)working with the project team to establish the testing strategy and test plan for the project;
iii)Defining and design of necessary testing cycles;
iv)Coaching project stakeholders to create test scripts;

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v)perform project related testing;

vi)Monitor and report testing progress for project implementation;

vii)Hands-on conducting testing where necessary;

viii)Document and presenting test results;

ix)Working with Business Analysts team to conduct QA/UAT testing for defects from each development cycle.

g)   Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:

i)Versions, upgrades and/or additions to licensed functionality may take place over the course of this contract;

ii)FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer, and Performance Budgeting;

iii)GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;

iv)Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS);

v)SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR.

vi)PeopleSoft modules containing, but not limited to the following components: Self Service, Manager Self Service, Administer Pay Interface, Manage Pay Interface, Manage Priorities, Recruiting, Workforce Administration, Labour Administration, Absence Management, Workforce Development - (Profile Management, Performance Management), Organization Development - Position Management, Enterprise Learning, Workforce Monitoring - Health & Safety.

22. RISK MANAGEMENT SPECIALIST

22.1 EXPERIENCE LEVELS

Level 3: Over 10 years of experience as a **Risk Management Specialist**

For the purposes of this contract, the roles and responsibilities of a **Risk Management Specialist** are defined as follows:

a)Plan, design and implement an overall risk management process for the organization;

b)Risk assessment, which involves analyzing risks as well as identifying, describing and estimating the risks affecting the business;

c)Risk evaluation, which involves comparing estimated risks with criteria established by the organization such as costs, legal requirements and environmental factors, and evaluating the organization's previous handling of risks;

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d)Establishing and quantifying the organization's 'risk appetite', i.e. the level of risk they are prepared to accept;

e)Risk reporting in an appropriate way for different audiences, for example, to the senior management so they understand the most significant risks, to business heads to ensure they are aware of risks relevant to their parts of the business and to individuals to understand their accountability for individual risks.

A candidate is deemed to meet the resource category where the minimum years of experience is demonstrated conducting a minimum of 2 out of 5 of the above tasks and activities.

22.2 MANDATORY EXPERIENCE

Level 3:

1. Minimum of 10 years experience as a **Risk Management Specialist**
2. Minimum of 2 years experience in an operational environment.

22.3 ADDITIONAL KNOWLEDGE AND EXPERIENCE REQUIREMENTS

The following experience may be required (on a TA by TA basis) and evaluated at the TA stage as applicable.

Level 3: A minimum of 3 years experience within the last seven years.

Experience in:

a)Conducting risk assessments;

b)Identifying project risks and overall project risks;

c)Recommending alternative solutions, methodologies and strategies for risk mitigation and management;

d)Producing risk management plans;

e)Conducting risk assessments for troubled projects to quickly assess associated risks and recommend courses of action to minimize inherent risks;

f)Assisting in prioritization and assignment of risks;

g)Assisting in the development and/or implementation of Risk Management Plans;

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

i)Coaching, mentoring and training project teams in risk mitigation techniques;

j)Other specialized experience to be specified on a TA by TA basis in the systems, functionality and or modules listed below:

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ii)FreeBalance: Financial Accountability, Purchasing Accountability, Revenue Accountability, Asset Accountability, FreeBalance Forms Designer, and Performance Budgeting;

iii)GCDOCS functionalities: document management; records management; document-centric collaboration; and document-centric workflow/business process management;

iv)Shared Case Management System (SCMS): MS Dynamics CRM (including deployment, Workflow engine, Sandbox, and SDK), SharePoint, MS Exchange and Outlook, Content Server (including Application Governance & Archiving (AGA)), Web services, System integration and interfaces, SQL Server, Database Administration, Networking/IIS, Active Directory and Authentication (including ADFS).

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v)SAP modules containing, but not limited to the following components: Material Management (MM), Accounts Payable (AP), Accounts Receivable (AR), Asset Accounting (AA), Funds Management (FM), Controlling (CO), Sales and Distribution (SD), Real Estate (RE), Project Systems (PS), Plant Maintenance (PM), General Ledger and Special Purpose Ledgers (GL/SPL) (classic and new GL), Business Warehousing (BW), as well as functionality developed by the Government of Canada such as the Salary Forecasting Tool, Travel Management Solution and the Receiver General Interfaces. Some development uses limited SAP-HR.

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7. At PAGE 1 of the RFP, **Solicitation Closes - L'invitation prend fin** , amend as follows:

Delete:

On - Le 2014-04-29

At - à: 2:00PM

Insert:

On - Le 2014-05-14

At - à: 2:00PM

8. At **Page 1 of - de 105,** the following change applies to the RFP**:**

DELETE:

BID SOLICITATION FOR (A) CONTRACT(S) AGAINST A SUPPLY ARRANGEMENT FOR TASK- BASED IN INFORMATICS PROFESSIONAL SERVICES (TBIPS)

VARIOUS RESOURCE CATEGORIES - LEVEL 2 AND 3

FOR

PUBLIC WORKS AND GOVERNMENT SERVICES CANADA

INSERT:

BID SOLICITATION FOR (A) CONTRACT(S) AGAINST A SUPPLY ARRANGEMENT FOR TASK- BASED IN INFORMATICS PROFESSIONAL SERVICES (TBIPS)

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VARIOUS RESOURCE CATEGORIES - LEVEL 3

FOR

PUBLIC WORKS AND GOVERNMENT SERVICES CANADA

ALL OTHER TERMS AND CONDITIONS REMAIN UNCHANGED.