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**Bid Receiving - PWGSC / Réception des soumissions
- TPSGC**

11 Laurier St., / 11, rue Laurier

Place du Portage, Phase III

Core 0B2 / Noyau 0B2

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.

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

Title - Sujet Informatics Professional Services	
Solicitation No. - N° de l'invitation 24062-150208/A	Amendment No. - N° modif. 002
Client Reference No. - N° de référence du client 24062-150208	Date 2015-10-23
GETS Reference No. - N° de référence de SEAG PW-\$\$EL-632-29516	
File No. - N° de dossier 632el.24062-150208	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2015-11-12	
Time Zone Fuseau horaire Eastern Standard Time EST	
F.O.B. - F.A.B. Plant-Usine: <input type="checkbox"/> Destination: <input type="checkbox"/> Other-Autre: <input type="checkbox"/>	
Address Enquiries to: - Adresser toutes questions à: Lapalme, Francis	Buyer Id - Id de l'acheteur 632el
Telephone No. - N° de téléphone (819) 956-5181 ()	FAX No. - N° de FAX (819) 956-5925
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction:	

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

SOLICITATION AMENDMENT No. 002
RFP No. 24062-150208/A

The following is raised to provide clarification in response to questions received, to provide revision concerning the subject Request for Proposal (RFP) and to extend the bid solicitation closing date from November 2nd, 2015 at 2:00pm EST to November 12th, 2015 at 2:00pm EST.

Q12 We are estimating the value of each stream as follows:

Stream One: 30 resources at \$1100 per day average * the contract length of 3 years = \$21.7 M therefore two contracts will be awarded for an average of \$10.85 M each.

Stream Two: 15 resources at \$1100 per day average * the contract length of 3 years = \$10.35 M therefore two contracts will be awarded for an average of \$5.175 M each.

In M1 the crown is requiring a single \$15M contract in the last 3 years which far exceeds our predicted value of these contracts. Furthermore this will limit competition to large multinational systems integrators and exclude many Canadian small and medium sized enterprises who are perfectly capable to deliver on this requirement. It should also be recognized that a company can deliver on a contract that may be slightly higher than ones that they have executed on in the past.

In light of these facts, we request that M1 be modified as follows:

For Stream One:

The Bidder must have been awarded one (1) SAP ERP contract.

To be accepted, the contract must have:

1. been awarded within the last seven (7) years prior to the initial solicitation closing date; and
2. a minimum value of \$9,000,000.00.

For Stream Two:

The Bidder must have been awarded one (1) SAP ERP contract.

To be accepted, the contract must have:

1. been awarded within the last seven (7) years prior to the initial solicitation closing date; and
2. a minimum value of \$4,500,000.00.

A12 Please see attached revised Attachment B.

Q13 In consideration that the Crown is looking for SAP ERP Project expertise predominantly for a Government Departments, would the Crown also consider any one of the following in order to comply with the requirements under M1.

Scenario 1.) Demonstration of \$15,000,000 of SAP ERP contracts exclusively under the TBIPS Supply Arrangement that has been awarded within the last 3 years prior to the initial solicitation closing date. This scenario would demonstrate a bidders capability to respond to resourcing requirements similar to FMT, demonstrate the capability to provide a high volume of services over a short period of time, and be able to resource and successfully win (price and skills) RFPs of similar scope within the Federal Government.

By limiting the requirement to one contract of 15,000,000, the Crown will drastically reduce the likelihood of fair and transparent competition for this RFP. The current scenario limits bidders to a very small group of large sized companies and eliminates the possibility for small to mid-size originations who have successfully demonstrated the capability to provide SAP ERP services required under the FMT project to bid.

Scenario 2.) Demonstration of \$15,000,000 of SAP ERP services/contracts over the course of a twelve month period within the Canadian Federal Government prior to the initial solicitation closing date.

A13 Scenario 1.): Canada has considered your request. However, M.1 will not be revised to reflect this scenario.

Scenario 2.): Canada has considered your request. However, M.1 will not be revised to reflect this scenario.

Q14 We request that the definition of “Bidder” include its Affiliates using the following definition that has been used by the Crown in similar RFPs: “For the purposes of the Technical Evaluation Criteria, the term “Bidder” will include the parent, subcontractors, subsidiaries and affiliates”. Expanding the definition will enhance the competitive process and provide the Crown with access to global firms with world-class SAP expertise and capability needed for this important project.

A14 Canada has considered your request. The following definition of “Bidder”, as per the 2003 (2015-07-03) Standard Instructions – Goods or Services included in this RFP, remains unchanged:

"Bidder" means the person or entity (or, in the case of a joint venture, the persons or entities) submitting a bid to perform a contract for goods, services or both. It does not include the parent, subsidiaries or other affiliates of the Bidder, or its subcontractors.

Q15 Due to the current volume of RFPs we are responding to, as well as resources that have extended vacation after the Thanksgiving/statutory holiday, we request a three-week extension

A15 Please see the amended bid solicitation closing date on the cover page of this Solicitation Amendment.

Q16 M1 - An enterprise level ERP system implementation for a large organization will then become the exclusive ERP tool for that organization. Therefore, in seeking contracts of such a high dollar value for SAP specifically is very restrictive. We understand that SAP is relevant to the TBS requirements, so we would like to suggest the following changes to M1 to promote more competition and better responses to this RFP:

- a. Would the Crown consider extending the date range to accept contracts awarded or amount invoiced within the past 5 years? **AND/OR**
- b. Would the Crown accept multiple TAs/Call ups under a Master Agreement with a total cumulative value of \$15 Million? **AND/OR**
- c. Would the Crown consider lowering the minimum value of the contract to \$5 million?

A16 a. Please see attached revised Attachment B.

b. Canada has considered your request. However, M.1 will not be revised to reflect this proposed change.

c. Canada has considered your request. However, M.1 will not be revised to reflect this proposed change.

Q17 Could the Crown please clarify is a Federal or Provincial Crown Corporation would be accepted as a "Government Department"?

A17 Canada confirms that a Federal or Provincial Crown Corporation will be accepted as a Government Department.

Q18 R3 – Many large-scale ERP systems are continuously improved over several years through formal change request processes or upgrade releases. Would the Crown accept project references for Change requests, upgrades or scheduled release packages as long as they encompassed the end-to-end phases of the SDLC as listed from 1-6 below?

- 1) Project Planning
- 2) Analysis
- 3) Design
- 4) Implementation

- 5) Integration, Testing and Data Conversion
- 6) Deployment, Acceptance and Documentation

A18 Canada has considered your request. However, R.3 will not be revised to reflect this proposed change.

Q19 Could PWGSC please confirm that a "Government department (federal, provincial/territorial or municipal)" includes Crown corporations?

A19 Please see A17.

Q20 Is there someone currently, or has there been someone in the past providing similar or relevant services? If yes, who has been providing these services, what is (or was) the contract value and what is (or was) the duration of the contract (including any extensions), and are they allowed to bid on this opportunity?

A20 There is no contractor that has provided or is providing similar or relevant services as this requirement is a new initiative.

Q21 R3 Stream 1 and Stream 2

Both requirements ask for up to 5 projects where the bidder has delivered SAP ERP within the last 5 years. It then states that for all point rated criteria Bidders must include information regarding the client, the project, client contact information etc, which is typical when providing client references. At the end of this section you state Bidders must provide:

Summary of Key Resource Responsibilities

Responsibilities fulfilled by Key Resource:

Note: Each reference project must demonstrate all of the following phases:

- 1) Project Planning;*
- 2) Analysis;*
- 3) Design;*
- 4) Implementation;*
- 5) Integration, Testing and Data Conversion; and*
- 6) Deployment, Acceptance and Documentation.*

Can you please confirm that the two lines regarding Key Personnel are a typo and that what is required is substantiation that the list of 6 project activities were delivered by the Bidder in each project referenced?

A21 Please see attached revised Attachment B.

Q22 Stream 1 - R3 – SAP Experience with End-to-End Projects

We are trying to understand how this criteria relates to the services to be contracted as described in the RFP. The SOW does not describe services that require a supplier in Stream 1 to manage end-to-end projects (supplier lead/focus on outcome). Rather, the scope is to provide just-in-time resources based on TAs (TBS lead/focus on deliverables). Further, the resource categories for Stream 1 do not reflect resource categories for all phases of a project lifecycle. But the criteria requires that the bidder show experience where it was “responsible for the overall management for the complete project lifecycle”.

We recommend that TBS consider replacing R3 with criteria that is better aligned with this SOW. For example, in a previous TBS RFP for SAP services very similar to this one (reference 24062-13-076), the following criteria was included:

“The Bidder must provide a detailed Human Resources (HR) Plan demonstrating how it will effectively support the “as-and-when-requested” nature of the Work. This plan must include the following elements:

- a) a recruitment plan*
- b) an employee retention plan”*

With SAP resources being in high demand, finding and retaining the right team at the right time will be critical to success. This revised criteria will allow TBS to measure the capacity of a supplier to meet the needs of any resulting contract.

A22 **Canada has considered your request. However, R.3 of Stream 1 will not be revised to reflect this proposed change.**

Q23 M.1 Currently indicates that the bidder must demonstrate a contract that has 1. been awarded within the last three (3) years prior to the initial solicitation closing date;

Many contracts of the volume that the Crown is seeking are for more than 3 years. We request that this requirement be amended as follows:

To be accepted, the contract must have:

- 1. been awarded and/or active within the last three (3) years prior to the initial solicitation closing date; and

For the contract, the Bidder must submit:

- (a) A letter from its client (referencing a contract award date and a contract serial number) that shows that the Bidder is providing or has provided services under a SAP ERP contract with a minimum value* of \$15,000,000.00 within the last three (3) years; and

A23 **Canada has considered your request. However, M.1 will not be revised to reflect this proposed change.**

Q24 We are currently awaiting a response to the question we submitted on September 30, 2015. Our question was in regards to a mandatory requirement, and as PWGSC's answer directly affects our ability to bid, we respectfully request a 2 week extension to the current submission date of November 2, 2015.

A24 Please see A15.

Q25 Given the response to Q4 from Amd 1 (as issued on Oct 6) remains outstanding, we respectfully request a 10 day extension to this procurement for a solicitation close on Nov 12.

A25 Please see A15.

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1. At Article **2.2 Submission of Bids** of the RFP, amend as follows:

DELETE Paragraph (a) in its entirety.

INSERT:

(a) **Location and Time for Delivery of Bid:** Due to the nature of this solicitation, bids submitted by facsimile or electronic mail will not be accepted. Bids must not be sent directly to the Contracting Authority. Bids sent directly to the Contracting Authority will not be considered.

Bids must be delivered to the following location, by the time and date indicated below:

Department of Public Works and Government Services Canada
Bid Receiving Unit
Portage III, 0B2, 11 Laurier Street
Gatineau, Quebec K1A 0S5

Solicitation Closes:

At 02:00 PM On 2015 11 12 Time Zone: Eastern Standard Time

Bid Receiving Unit Address is Solely for Delivery of Bids: The above address is for the sole purpose of bid submission. No other communications are to be forwarded to this address.

ALL OTHER TERMS AND CONDITIONS REMAIN THE SAME.

ATTACHMENT B – BID EVALUATION CRITERIA – revision 1

Technical proposals will be evaluated and scored in accordance with the following evaluation criteria (Mandatory and Rated Requirements).

1. STREAM 1

1.1 Corporate Mandatory Requirements

Experience and Expertise of the Bidder		
Criteria	Mandatory Requirement	Bidder's response
		DEMONSTRATED EXPERIENCE (BIDDERS TO INSERT DATA)
M.1	<p>The Bidder must have been awarded one (1) SAP ERP contract.</p> <p>To be accepted, the contract must have:</p> <ol style="list-style-type: none">1. been awarded within the last five (5) years prior to the initial solicitation closing date; and2. a minimum value* of \$15,000,000.00. <p>For the contract, the Bidder must submit:</p> <p>(a) A letter from its client (referencing a contract award date and a contract serial number) that shows that the Bidder is providing or has provided services under a SAP ERP contract with a minimum value* of \$15,000,000.00; and</p> <p>(b) The Customer Contact Information:</p> <ol style="list-style-type: none">1. Name of Organization:2. Contact Name:3. Email Address:4. Phone Number: <p>(c) The Contract Detail:</p> <ol style="list-style-type: none">1. Title2. Summary: (1 paragraph describing scope and key responsibilities)3. Start Date:4. End Date:5. Contract Value*: <p><i>*A contract value is defined as the amount specified in the limitation of expenditure, plus Applicable Taxes.</i></p>	

<p>M.2</p>	<p>The Bidder must demonstrate that the proposed SAP contract experience in M.1, included supplying all of the following categories:</p> <ol style="list-style-type: none"> 1. ERP Functional Analyst 2. ERP System Analyst 3. ERP Programmer/Analyst 4. ERP Technical Analyst 5. Business Transformation Architect <p>One CV per resource category must be submitted. All resources must have performed, for each resource category, the minimum number of Roles and Responsibilities defined at Annex 1 to Attachment B.</p>	
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1.2 Corporate Point Rated Requirements:

Experience and Expertise of the Bidder			
			BIDDER'S RESPONSE
#	RATED CRITERIA	POINTS MAX	DEMONSTRATED EXPERIENCE (BIDDERS TO INSERT DATA)
R.1	The Bidder should demonstrate experience in providing informatics professional services in working with SAP ERP systems within the last five (5) years for a Government department (federal, provincial/territorial or municipal) with over 1,000 employees.	10	<p>The Bidder will be awarded points for the sum of Contract(s) Value* demonstrated as follows:</p> <p>\$1M to <\$2M = 2 points \$2M to <\$4M = 4 points \$4M to <\$6M = 6 points \$6M to <\$8M = 8 points >\$8M = 10 points</p> <p><i>*A contract value is defined as the amount specified in the limitation of expenditure, plus Applicable Taxes.</i></p>
R.2	The Bidder should demonstrate experience in providing ERP informatics professional services to the Government of Canada with SAP ECC 6 or higher.	10	<p>The Bidder will be awarded points for the sum of Contract(s) Value* demonstrated as follows:</p> <p>\$600K to <\$1.2M = 2 points \$1.2M to <\$1.8M = 4 points \$1.8M to <\$2.4M = 6 points \$2.4M to <\$3M = 8 points >\$3M = 10 points</p> <p><i>*A contract value is defined as the amount specified in the limitation of expenditure, plus Applicable Taxes.</i></p>

Experience and Expertise of the Bidder			
			BIDDER'S RESPONSE
#	RATED CRITERIA	POINTS MAX	DEMONSTRATED EXPERIENCE (BIDDERS TO INSERT DATA)
R.3	<p>The Bidder should demonstrate its experience in managing an end-to-end SAP ERP project within the last five (5) years for a Government department (federal, provincial/territorial or municipal) with over 1,000 employees.</p> <p>In order to qualify the Bidder must demonstrate that it was responsible for the overall management for the complete project lifecycle.</p>	10	The Bidder will be awarded two (2) points for each project to a maximum of five projects.
<p>For all point-rated criteria, each demonstrated contract/project must include the following information:</p> <p><u>Customer Contact Information</u></p> <p>Name of Organization: Contact Name: Email Address: Phone Number:</p> <p><u>Contract Detail</u></p> <p>Title: Summary: (Scope, Requirements, System Overview) ERP System Type: Start Date: End Date:</p> <p>Responsibilities fulfilled by the Bidder under each reference contract/project</p> <p><i>Note: Each reference contract/project must demonstrate all of the following phases:</i></p> <p>1) Project Planning; 2) Analysis; 3) Design; 4) Implementation; 5) Integration, Testing and Data Conversion; and 6) Deployment, Acceptance and Documentation.</p>			
MAXIMUM AVAILABLE POINTS		30	
MINIMUM POINTS REQUIRED		18	
Note: Proposals that do not meet the above minimum pass mark of 18 points will be found non-responsive.			

2. STREAM 2

2.1 Corporate Mandatory Requirements

Experience and Expertise of the Bidder		
Criteria	Mandatory Requirement	Bidder's response
		DEMONSTRATED EXPERIENCE (BIDDERS TO INSERT DATA)
M.1	<p>The Bidder must have been awarded one (1) SAP ERP contract.</p> <p>To be accepted, the contract must have:</p> <ol style="list-style-type: none"> 1. been awarded within the last five (5) years prior to the initial solicitation closing date; and 2. a minimum value* of \$6,000,000.00. <p>For the contract, the Bidder must submit:</p> <p>(a) A letter from its client (referencing a contract award date and a contract serial number) that shows that the Bidder is providing or has provided services under a SAP ERP contract with a minimum value* of \$6,000,000.00; and</p> <p>(b) The Customer Contact Information:</p> <ol style="list-style-type: none"> 1. Name of Organization: 2. Contact Name: 3. Email Address: 4. Phone Number: <p>(c) The Contract Detail:</p> <ol style="list-style-type: none"> 1. Title 2. Summary: (1 paragraph describing scope and key responsibilities) 3. Start Date: 4. End Date: 5. Contract Value*: <p><i>*A contract value is defined as the amount specified in the limitation of expenditure, plus Applicable Taxes.</i></p>	

<p>M.2</p>	<p>The Bidder must demonstrate that the proposed SAP contract experience in M.1, included supplying all of the following categories:</p> <ol style="list-style-type: none"> 1. Data Conversion Specialist 2. Project Manager <p>One CV per resource category must be submitted. All resources must have performed, for each resource category, the minimum number of Roles and Responsibilities defined at Annex 1 to Attachment B.</p>	
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2.2 Corporate Point Rated Requirements:

Experience and Expertise of the Bidder			
			BIDDER'S RESPONSE
#	RATED CRITERIA	POINTS MAX	DEMONSTRATED EXPERIENCE (BIDDERS TO INSERT DATA)
R.1	The Bidder should demonstrate experience in providing informatics professional services in working with SAP ERP systems within the last five (5) years for a Government department (federal, provincial/territorial or municipal) with over 1,000 employees.	10	<p>The Bidder will be awarded points for the sum of Contract(s) Value* demonstrated as follows:</p> <p>\$1M to <\$2M = 2 points \$2M to <\$4M = 4 points \$4M to <\$6M = 6 points \$6M to <\$8M = 8 points >\$8M = 10 points</p> <p><i>*A contract value is defined as the amount specified in the limitation of expenditure, plus Applicable Taxes.</i></p>
R.2	The Bidder should demonstrate experience in providing ERP informatics professional services to the Government of Canada with SAP ECC 6 or higher.	10	<p>The Bidder will be awarded points for the sum of Contract(s) Value* demonstrated as follows:</p> <p>\$600K to <\$1.2M = 2 points \$1.2M to <\$1.8M = 4 points \$1.8M to <\$2.4M = 6 points \$2.4M to <\$3M = 8 points >\$3M = 10 points</p> <p><i>*A contract value is defined as the amount specified in the limitation of expenditure, plus Applicable Taxes.</i></p>

Experience and Expertise of the Bidder			
			BIDDER'S RESPONSE
#	RATED CRITERIA	POINTS MAX	DEMONSTRATED EXPERIENCE (BIDDERS TO INSERT DATA)
R.3	<p>The Bidder should demonstrate its experience in managing an end-to-end SAP ERP project within the last five (5) years for a Government department (federal, provincial/territorial or municipal) with over 1,000 employees.</p> <p>In order to qualify the Bidder must demonstrate that it was responsible for the overall management for the complete project lifecycle.</p>	10	The Bidder will be awarded two (2) points for each project to a maximum of five projects.
<p>For all point-rated criteria, each demonstrated contract/project must include the following information:</p> <p><u>Customer Contact Information</u></p> <p>Name of Organization: Contact Name: Email Address: Phone Number:</p> <p><u>Contract Detail</u></p> <p>Title: Summary: (Scope, Requirements, System Overview) ERP System Type: Start Date: End Date:</p> <p>Responsibilities fulfilled by the Bidder under each reference contract/project</p> <p><i>Note: Each reference contract/project must demonstrate all of the following phases:</i></p> <p>1) Project Planning; 2) Analysis; 3) Design; 4) Implementation; 5) Integration, Testing and Data Conversion; and 6) Deployment, Acceptance and Documentation.</p>			
MAXIMUM AVAILABLE POINTS		30	
MINIMUM POINTS REQUIRED		18	
Note: Proposals that do not meet the above minimum pass mark of 18 points will be found non-responsive.			

ANNEX 1 TO ATTACHMENT B
ROLES AND RESPONSIBILITIES DEFINITIONS

WORKSTREAM 1

A2: ERP FUNCTIONAL ANALYST

For the purposes of this evaluation, the roles and responsibilities of a **ERP Functional Analyst** are defined as follows and must be demonstrated conducting a minimum of 8 out of 15 of the following tasks and activities:

- a. Research, analyze and document user requirements, requirements including screen, report and interface 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. Develop functional, business, and/or system interface or capability interaction and 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.

A4: ERP SYSTEM ANALYST

For the purposes of this evaluation, the roles and responsibilities of an **ERP System Analyst** are defined as followed and must be demonstrated conducting a minimum of 6 out of 11 of the following tasks and activities:

- 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;
- 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).

A5: ERP TECHNICAL ANALYST

For the purposes of this evaluation, the roles and responsibilities of an **ERP Technical Analyst** are defined as followed and must be demonstrated conducting a minimum of 6 out of 13 of the following tasks and activities:

- 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;
- 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.

A7: ERP PROGRAMMER ANALYST

For the purposes of this evaluation, the roles and responsibilities of a **Programmer/Analyst** are defined as followed and must be demonstrated conducting a minimum of 6 out of 12 of the following tasks and activities:

- 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.

B7: BUSINESS TRANSFORMATION ARCHITECT

For the purposes of this evaluation, the roles and responsibilities of a **Business Transformation Architect** are defined as followed and must be demonstrated conducting a minimum of 5 out of 10 of the following tasks and activities:

- 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;
- 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.

WORKSTREAM 2

I1: DATA CONVERSION SPECIALIST

For the purposes of this evaluation, the roles and responsibilities of a **Data Conversion Specialist** are defined as followed and must be demonstrated conducting all of the following tasks and activities:

- a. Oversee all facets of the conversion process;
- b. Complete mapping, interfaces, mock conversion work, enhancements, actual conversion, and verify completeness and accuracy of converted data;
- c. Analyze and coordinate data file conversions; and
- d. Import files from heterogeneous platforms.

P9: PROJECT MANAGER

For the purposes of this evaluation, the roles and responsibilities of a **Project Manager** are defined as followed and must be demonstrated conducting a minimum of 8 out of 16 of the following tasks and activities:

- 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.