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Title - Sujet Accounts Receivable Modernization	
Solicitation No. - N° de l'invitation G9292-175477/A	Date 2016-07-12
Client Reference No. - N° de référence du client G9292-175477	GETS Ref. No. - N° de réf. de SEAG PW-\$\$ZM-620-30356
File No. - N° de dossier 620zm.G9292-175477	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2016-07-28	
Time Zone Fuseau horaire Eastern Daylight Saving Time EDT	
F.O.B. - F.A.B. Plant-Usine: <input type="checkbox"/> Destination: <input checked="" type="checkbox"/> Other-Autre: <input type="checkbox"/>	
Address Enquiries to: - Adresser toutes questions à: St-Jean Valois, Joanne	Buyer Id - Id de l'acheteur 620zm
Telephone No. - N° de téléphone (873) 469-4945 ()	FAX No. - N° de FAX (819) 956-1156
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction: EMPLOYMENT AND SOCIAL DEVELOPMENT CANADA NCR-RCN - Gatineau 140 PROMENADE DU PORTAGE GATINEAU Quebec J8X4B6 Canada	

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G9292-175477

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620ZM
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REQUEST FOR INFORMATION (RFI)
AGAINST A SUPPLY ARRANGEMENT FOR TASK- BASED INFORMATICS
PROFESSIONAL SERVICES (TBIPS)
FOR PROFESSIONAL SERVICES FOR THE ACCOUNTS RECEIVABLE MODERNIZATION (ARM)
PROJECT
FOR
EMPLOYMENT AND DEVELOPMENT SOCIAL CANADA (ESDC)

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620ZM -G9292-175477

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REQUEST FOR INFORMATION (RFI)
AGAINST A SUPPLY ARRANGEMENT FOR TASK- BASED INFORMATICS PROFESSIONAL SERVICES (TBIPS)
FOR PROFESSIONAL SERVICES FOR THE ACCOUNTS RECEIVABLE MODERNIZATION (ARM) PROJECT
FOR
EMPLOYMENT AND DEVELOPMENT SOCIAL CANADA (EDSC)

1) Background and Purpose of this Request for Information (RFI)

The intent of this Request for Information (RFI) is to solicit feedback from TBIPS industry on all aspects detailed in the draft Statement of Work (SOW) - Annex A which includes draft Evaluation Criteria – Appendix A to Annex A in order to determine the ability of those TBIPS SA Holders' ability to provide the required skills and expertise for the Accounts Receivable Modernization (ARM) project.

2) Overview

Employment and Development Social Canada (EDSC) project of the Accounts Receivable Modernization (ARM) is undertaking a multi-year initiative to modernize and enhance the processing of Accounts Receivable. ESDC is seeking a Contractor who has successfully implemented a SAP Tax and Revenue Management (TRM) Public Sector Collection and Disbursement (PSCD) solution. The Contractor must provide resources with relevant and recent SAP TRM and PSCD experience to provide expertise, resource support, methodologies, and processes and ensure knowledge transfer to the In-Service Support Organization (ISSO). In alignment with the SAP ASAP Roadmap, the Contractor must provide the Blueprint, Realization, Final Preparation and Go Live Support. The Contractor must also be responsible for supporting ESDC in the transition to the Steady State (Run) phase.

The objective of this Request for information (RFI) is to:

- a) Advise industry of this forthcoming requirement and provide industry with general information on the requirements of this ARM project.
- b) Provide industry with a preliminary set of high level specifications, deliverables, schedule, and project scope information.
- c) Determine TBIPS SA Holders' ability to provide the required skills and expertise for the ARM project.

3) Nature of Request for Information

This is not a bid solicitation. This RFI will not result in the award of any contract. As a result, potential TBIPS suppliers of any goods or services described in this RFI should not reserve stock or facilities, nor allocate resources, as a result of any information contained in this RFI. Nor will this RFI result in the creation of any source list. Therefore, whether or not any potential supplier responds to this RFI will not preclude that supplier from participating in any future procurement. Also, the procurement of any of the goods and services described in this RFI will not necessarily follow this RFI. This RFI is simply intended to solicit feedback from industry with respect to the matters described in this RFI.

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4) Nature and Format of Responses Requested

Respondents are requested to provide their comments, concerns and, where applicable, alternative recommendations regarding how the requirements or objectives described in this RFI could be satisfied. Respondents are also invited to provide comments regarding the content, format and/or organization of any draft documents included in this RFI. Respondents should explain any assumptions they make in their responses.

5) Response Costs

Canada will not reimburse any respondent for expenses incurred in responding to this RFI.

6) Treatment of Responses

a) **Use of Responses:** Responses will not be formally evaluated. However, the responses received may be used by Canada to develop or modify procurement strategies or any draft documents contained in this RFI. Canada will review all responses received by the RFI closing date. Canada may, in its discretion, review responses received after the RFI closing date.

b) **Review Team:** A review team composed of representatives of the client (where applicable) and PWGSC will review the responses. Canada reserves the right to hire any independent consultant, or use any Government resources that it considers necessary to review any response. Not all members of the review team will necessarily review all responses.

c) **Confidentiality:** Respondents should mark any portions of their response that they consider proprietary or confidential. Canada will handle the responses in accordance with the Access to Information Act.

d) **Follow-up Activity:** Canada may, in its discretion, contact any respondents to follow up with additional questions or for clarification of any aspect of a response.

7) Contents of this RFI

This RFI contains a draft Statement of Work – Annex A which includes draft Evaluation Criteria – Appendix A to Annex A. This document remains a work in progress and respondents should not assume that new clauses or requirements will not be added to any bid solicitation that is ultimately published by Canada. Nor should respondents assume that none of the clauses or requirements will be deleted or revised. Comments regarding any aspect of the draft document are welcome.

8) Volumetric Data

The data found at Annex A is being provided to respondents purely for information purposes. Although it represents the best information currently available to PWGSC, Canada does not guarantee that the data is complete or free from error.

9) Format of Responses

a) **Cover Page:** If the response includes multiple volumes, respondents are requested to indicate on the front cover page of each volume the title of the response, the RFI number, the volume number and the full legal name of the respondent.

b) **Title Page:** The first page of each volume of the response, after the cover page, should be the title page, which should contain:

- i) the title of the respondent's response and the volume number;
- ii) the name and address of the respondent;
- iii) the name, address and telephone number of the respondent's contact;
- iv) the date; and
- v) the RFI number.

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- c) **Numbering System:** Respondents are requested to prepare their response using a numbering system corresponding to the one in this RFI. All references to descriptive material, technical manuals and brochures included as part of the response should be referenced accordingly.
- d) **Number of Copies:** Canada requests that respondents submit two copies of their responses.

10) Enquiries

Because this is not a bid solicitation, Canada will not necessarily respond to enquiries in writing or by circulating answers to all potential suppliers. However, respondents with questions regarding this RFI may direct their enquiries to:

Contracting Authority: Joanne St-Jean Valois
E-mail Address: joanne.valois@tpsgc-pwgsc.gc.ca
Telephone: 873-469-4945

11) Submission of Responses

- a) **Time and Place for Submission of Responses:** Suppliers interested in providing a response should deliver it to the Contracting Authority identified above by the time and date indicated on page 1 of this document.
- b) **Responsibility for Timely Delivery:** Each respondent is solely responsible for ensuring its response is delivered on time to the correct location.
- c) **Identification of Response:** Each respondent should ensure that its name and return address, the solicitation number and the closing date appear legibly on the outside of the response.

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ANNEX A
STATEMENT OF WORK
Accounts Receivable Modernization

1.0 SCOPE

- a) In order to meet the anticipated requirements of ESDC’s transformational agenda, ESDC requires professional services of a Contractor to assist with the implementation of a SAP Tax and Revenue Management (TRM) Public Sector collection and Disbursement (PSCD) solution.
- b) The Contractor must provide professional services, on an as and when requested basis, that include, but are not limited to, tasks and activities as outlined in section 7.0. The Contractor must provide, via Task Authorizations (TAs), qualified professional services resources, in the National Capital Region (NCR), to support ESDC in the delivery of Task Authorizations. In addition, the Contractor’s Project Executive must provide consultation including strategic and subject matter expertise to assist ESDC in the elaboration of their various architectures (e.g. Enterprise Solutions, Business, Technical, Information, Security, etc.) and the use of associated methodologies, components and licensed software.
- c) ESDC has implemented a governance process to examine and prioritize initiatives related to ARM initiative. It will be at ESDC’s discretion to determine which activities will be undertaken by ESDC staff versus contracted resources.
- d) The Task summaries below are provided only to clarify the general scope of work required and are not intended as comprehensive descriptions of tasks or deliverables per resource type.

1.1 All Stages

1.1.1 Project Management

ESDC will require comprehensive Project Management support, aligning with ESDC’s Enterprise Project Management Office (ePMO) and adhering to the Portfolio Project Management Framework (PPMF).

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Project Management resources must deliver:

- Project Plan
- Work Breakdown Structure
- Risk Management Plan
- Detailed Project Costing
- Testing Plan
- Resource Planning and Scheduling
- Quality Management Plan
- Scope Management Plan
- Project Governance
- Project Communications
- Status Reporting
- Risk and Issue Management
- Recording of Action Items, and Records of Decision
- Benefits Realization
- Release Management

1.1.2 Organizational Change Management (OCM)

ESDC will require ongoing Change Management expertise and advice.

- Planning for Change
 - Identify and Analyze Stakeholders
 - Define Change Structure and Governance
 - Assess High Level Change Impact (determine the magnitude of change)
 - Develop Change Plan
- Managing Change
 - Mobilize and Engage Change Network
 - Engage and Communicate with Stakeholders
 - Measure Change Progress
 - Assess Business Readiness
 - Support Change Adoption

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1.2. Stage 3 – Planning

1.2.1 Phase 1 – Project Preparation

Purpose of this phase:

- Initial Planning and Preparation
- Define the project goals, scope and objectives
- Identify, on-board and train Team Members

Deliverables:

- Project Scope Defined
- Implementation Plan & Rollout Strategy
- Detailed Scope Document
- Costs and Benefits Validation
- Project Standards
- Project Infrastructure
- Knowledge Transfer Approach
- Implementation Workplan
- Master Data Design
- Interface List
- Testing Strategy
- Data Cleansing Strategy

1.2.2 Phase 2 – Business Blueprint

Purpose of this phase:

- To create a body of work, known as Business Blueprint that

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- Aligns business requirements to the SAP business model
- Documents the TO-BE process models
- Describes the solution design
- Identifies additional functional and technical requirements
- Obtains business sign-off on requirements and design
- Blueprinting is dedicated to support value delivery

Deliverables:

- Project Plan Update
- Complete, documented and signed off
 - Business Process Hierarchy and Design
 - Value Association on Process Level
 - Solution Design
 - Gap Identification and Resolution
 - Solution Landscape and Architecture
- Assessment of Organization and Business Process Changes
- Confirmation of Implementation Date

1.3 Stage 4 – Execution

1.3.1 Phase 3 – Realization

Purpose of this phase:

- Build and Test a Complete Business and System Environment
- Develop Training Material and End User Documentation
- Obtain Business Approval

Deliverables:

- Test Data and Configuration
- Business Process Procedures

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- Quality Assurance System Environment
- Production System Environment
- Develop and Test Interfaces, Conversions and Reports
- Evaluate and Enhance Security and Controls
- End-User Training Material and Plan
- End-User Training System Environment
- Data Conversion Plan
- User Acceptance Test

1.3.2 Phase 4 - Final Preparation

Purpose of this phase:

- Prepare System for Production Release
- Prepare the Internal and External Organization for Go-Live

Deliverables:

- Data Converted
- Cut-Over Plan
- End-Users Trained
- End-User System Ids Created
- System Support Organization in Place
- Help Desk
- Technical Support
- Operational Production System Environment

1.4 Stage 5 – Close-Out

1.4.1 Phase 5 - Go-Live and Support

Purpose of this phase:

- Business Owns and Executes New Business Processes and Systems
- Monitor Business Process Results
- Monitor Production Environment
- Establish Center of Excellence for Support and Enhancements

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Deliverables:

- Live Production Environment
- Operational Help Desk
- Cut-Over and Conversion Activities Completed
- Post Go-Live End-User Training
- Updated Business Case
- Lessons Learned

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2.0 OBJECTIVE

ESDC is undertaking a multi-year initiative to modernize and enhance the processing of Accounts Receivable. ESDC is seeking a Contractor who has successfully implemented a SAP Tax and Revenue Management (TRM) Public Sector Collection and Disbursement (PSCD) solution. The Contractor must provide resources with relevant and recent SAP TRM and PSCD experience to provide expertise, resource support, methodologies, processes and ensure knowledge transfer to the In-Service Support Organization (ISSO). In alignment with the SAP ASAP Roadmap, the Contractor must provide the Blueprint, Realization, Final Preparation and Go Live Support. The Contractor must also be responsible for supporting ESDC in the transition to the Steady State (Run) phase.

To ensure that ESDC’s business objectives are met, the obsolete Departmental Accounts Receivable System application will be replaced with a modern solution based on the latest technological infrastructure that:

- **Improves accountability:** A modernized technological infrastructure would allow the availability of additional program details of various programs that are necessary for the successful management of the overpayment portfolio.
- **Improves integration:** Currently, the Accounts Receivable Sub-Ledger (i.e., DARS) is not integrated with ESDC’s SAP General Ledger. This lack of integration requires significant amounts of manual reconciliation by the Chief Financial Officer Branch (CFOB).
- **Improves efficiency:** The aforementioned manual reconciliation efforts by CFOB is administrative and cumbersome. Replacing the obsolete DARS technology would empower ESDC to better utilize its FTEs. For example, FTEs that are now bogged down by administrative burden could be deployed on strategic projects that is in line with ESDC’s mission and business objectives. This would in turn improve ESDC’s departmental performance and be in the public interest.

The ARM initiative is not just limited to replacing the current DARS application and its inherent functionalities but also to:

- Explore opportunities to standardize, re-engineer and streamline business processes and data across the various programs;
- Address the impacts on corporate operations and all impacted systems that interface and rely on DARS data; and
- Implement two-way interfaces with Canada Pension Plan (CPP), Old Age Security (OAS) and International Agreements (IAs).

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3.0 BACKGROUND

The mission of ESDC, including the Labour Program and Service Canada, is to build a stronger and more competitive Canada, to support Canadians in making choices that help them live productive and rewarding lives and to improve Canadians’ quality of life. To fulfill its mission, ESDC oversees the design and delivery of a range of well-known statutory programs and services that affect Canadians throughout their lives, including:

- Old Age Security;
- Canada Pension Plan;
- Employment Insurance (EI);
- Canada Loans and Apprentice Loan for Students (CSLP);
- Canada Education Savings Program;
- National Child Benefit; and,
- Universal Child Care Benefit.

The ARM initiative will promote consistent practices among Programs impacting supporting documentation, timeliness in establishing overpayments and overall consistencies in business processes. A key component of the ARM initiative” calls for the replacement of DARS, which is the national client service delivery system that provides generic online accounts receivable and collection functionalities.

The current DARS is a mainframe application that was developed in the 1990’s. DARS’ purpose is to provide a single, cross-program client record for debts owed to and recovered by user departments. DARS has interfaces with all major program systems and some external partners (i.e., Public Services and Procurement Canada (PSPC), the Canada Revenue Agency (CRA) and Shared Services Canada (SSC)).

Unfortunately, given the advanced age of DARS’ technological infrastructure, it cannot actively address the accounts receivable and collection requirements of ESDC and other user departments such as CRA another main user for collections functionalities. For instance, system limitations prevent ESDC from modernizing its program receivables in order to improve the way it manages and collects receivables from its clients. In addition, data integrity and the lack of auditable financial statements are also major concerns. DARS also requires substantial manual reconciliation, which is cumbersome and resource-intensive.

Given significant vulnerabilities and inefficiencies, ESDC management has initiated the replacement of DARS. More specifically, DARS is unable to meet ESDC’s business needs in the following ways:

Aging technology and limited adaptability:

- The mainframe application was developed in the 1990’s. It is inflexible and has been in break/fix mode for a number of years;

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- There are critical sustainability and business continuity risks given limited knowledgeable DARS resources and,
- A plethora of system changes made over the past 20 years has rendered the application unadaptable to the changing business environment.

Lack of financial statements controls-based auditability:

- DARS, which is ESDC’s Accounts Receivable Sub-Ledger, is not integrated with ESDC’s SAP General Ledger. This creates reconciliation issues and significant administrative burden;
- The Office of the Auditor General (OAG), in its 2010 report on Aging IT Systems, flagged concerns on financial statements control-based auditability. DARS continues to hinder ESDC’s move toward auditable financial statements; and,
- DARS has insufficient financial system controls.

Data integrity issues:

- Missing automated program interfaces significantly increases the amount of inaccurate data in DARS. Both Programs and CFOB must deploy significant resources to keep systems reconciled;
- DARS poses substantial challenges with respect to meeting ESDC’s accounting and reporting obligations;
- CFOB deploys an extraordinary level of effort to manage the manual processing, control and validation of DARS transaction records to ensure some degree of integrity in financial reporting; and,
- Although manual controls have been introduced, data integrity is a persisting issue.

Process inefficiency hinders CRA collections:

- System limitations prevent ESDC from modernizing its program receivables in order to improve the way it manages and collects receivables from its clients;
- Existing processes need to be strengthened and streamlined to improve the collections lifecycle of ESDC clients’ outstanding amounts; and,
- Some processes are noted to be cumbersome, inconsistent and inefficient.

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3.1 Internal Stakeholders

The table below identifies the key stakeholders of ARM and how they will be impacted by the initiative:

KEY INTERNAL STAKEHOLDERS	WHO	PROJECT ROLE
Chief Financial Officer Branch (CFOB)	Various	<p>The Project Management Office for ARM is under the leadership of the Integrated Corporate Accountability and Accountability Directorate (ICAAD)</p> <p>ICAAD is the business area within CFOB that will be the most impacted by ARM. ICAAD is comprised of approximately 160 DARS users that are responsible for accounts receivable management and reporting. This directorate will lead all phases of the Project (i.e., requirements definition, development of new business processes, training and change management).</p> <p>Other areas within CFOB will be directly impacted – Procurement will play a key support role in supporting the sourcing strategy, Financial Management Advisory Services will support costing and Accommodations will support the temporary increase in staff.</p> <p>The functional ISSO (ISSO-Functional) group from CFOB will be engaged in the implementation of the solution and in post implementation support activities. They will provide SAP functional resources to the Project.</p>
Payment Processing Services Branch (PPSB)	ADM	PPSB is the main Branch stakeholder. PPSB oversees EI processing, EI Appeals and Reconsideration, Call Centers and CPP processing. It is responsible for providing direction and guidance to Service Canada.
Learning Branch – CSLP	ADM	The Learning Branch is responsible for managing the Canada Student Loans Program, defaulted loans or overpayments are recorded in DARS. It is used to record

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KEY INTERNAL STAKEHOLDERS	WHO	PROJECT ROLE
		and manage their respective program overpayments. Most programs have direct interfaces with DARS. The programs/branches will be involved in all stages of the implementation.
Integrity Service Branch (ISB)	ADM	Integrity Services Branch is committed to ensuring the accuracy of payments, the security of personal information, and the overall quality of service offerings. ISB is in direct contact with programs and NAR. ISB conducts investigations and provides branches with reports on possible fraud cases. DARS is used during these investigations.
Program Operation Branch (POB)	ADM	The Program Operations Branch represents the focal point of most G&C programs at ESDC/Service Canada. As a part of Service Canada, POB leads on the Department’s G&C Modernization Agenda, and advances work to improve the design, administration, and delivery of G&C. POB employees use DARS to view information relative to their clients. Overpayments are also sent to CFOB to be recorded in DARS.
Citizen Service Branch (CSB)	ADM	CSB delivers "Tier 1" service (general program/service information and self-service options) across a multi-channel network of over 600 Offices and Outreach locations (in-person points of service), 1 800 O-Canada Call Centres, and the Internet. CSB also provides more in-depth service for a range of other offerings. DARS is used to view information relative to their clients.
Service Canada - Regions	ADMs	Service Canada support Canadians by providing a single point of access to the full range of government services and benefits. The call centers use DARS to look up and respond to client inquiries on overpayments. The call centers are grouped in 4 regions and represent more than 2,000 DARS users. Program officers use DARS to manage or view accounts receivables information.
IITB - ISSO	ADM	The main stakeholder within the Innovation, Information and Technology Branch (IITB) will be Client Service Operations and Solution Development Directorate. Within this group, the ISSO-Technical team will provide SAP technical support/expertise to the Project. They will also assist in the creation of new 2-way interfaces with the program systems. The Enterprise Service Bus (ESB) team will also be leveraged for the interface realization.

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KEY INTERNAL STAKEHOLDERS	WHO	PROJECT ROLE
		The DARS testing, DARS legacy support team and all legacy systems currently interfacing with DARS are key stakeholders in the project. Finally, IITB will also provide post implementation support.

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3.2 External Stakeholders

KEY INTERNAL STAKEHOLDERS	WHO	PROJECT ROLE
Treasury Board Secretariat	Office of the Comptroller General (OCG)	Provides oversight and guidance to the project. Ensuring adherence/compliance in the context of standardized Financial Management Business Processes (FMBP), Common Enterprise Data (CED1) and a standardized Financial Management System Configuration (FMSC).
Shared Services Canada (SSC)	Shared Services Canada	SSC currently provides printing and mailing services for DARS tax slips and statements (i.e., Monthly Statement of Accounts and Notice of Debts). With the implementation of new DARS solution, SSC will continue to provide these services. SSC will also provide technical architecture support for the Project (i.e., assist with hardware sizing analysis, implement hardware requirements).
IFMS Cluster	IFMS Cluster	Provides information to support the implementation of SAP TRM PSCD. Provides a vehicle to align with other Government of Canada initiatives. Provides advice, sharing of ideas, best practices and lessons learned to assist in implementing SAP TRM PSCD.
PSPC	Bill Payment Services	DARS currently interfaces with PSPC’s Matane Bill Payment System (BPS). On a weekly basis, account balance information is sent to Matane and is used to reconcile the source of incoming payments. This service will continue with the new DARS solution.
PSPC	Acquisitions Branch	Provides services and guidance related to the contracting and procurement of goods and services for the project.
Canada Revenue Agency	Collections Services	CRA is responsible for the collection of all DARS overpayments. More than 500 CRA recovery officers access the system. DARS supports the complete collections lifecycle. Many interfaces exist between DARS and CRA. ESDC sends files containing accounts eligible for CRA tax refund set-offs, predictive dialer, letter extracts. In return, CRA sends files containing set-off amounts for updating client files as well as bankruptcy/deceased information and set-off reconciliation data. CRA is a major stakeholder and as such will actively participate in all phases of the Project (i.e., requirements definition, development of new business processes, training and change management).

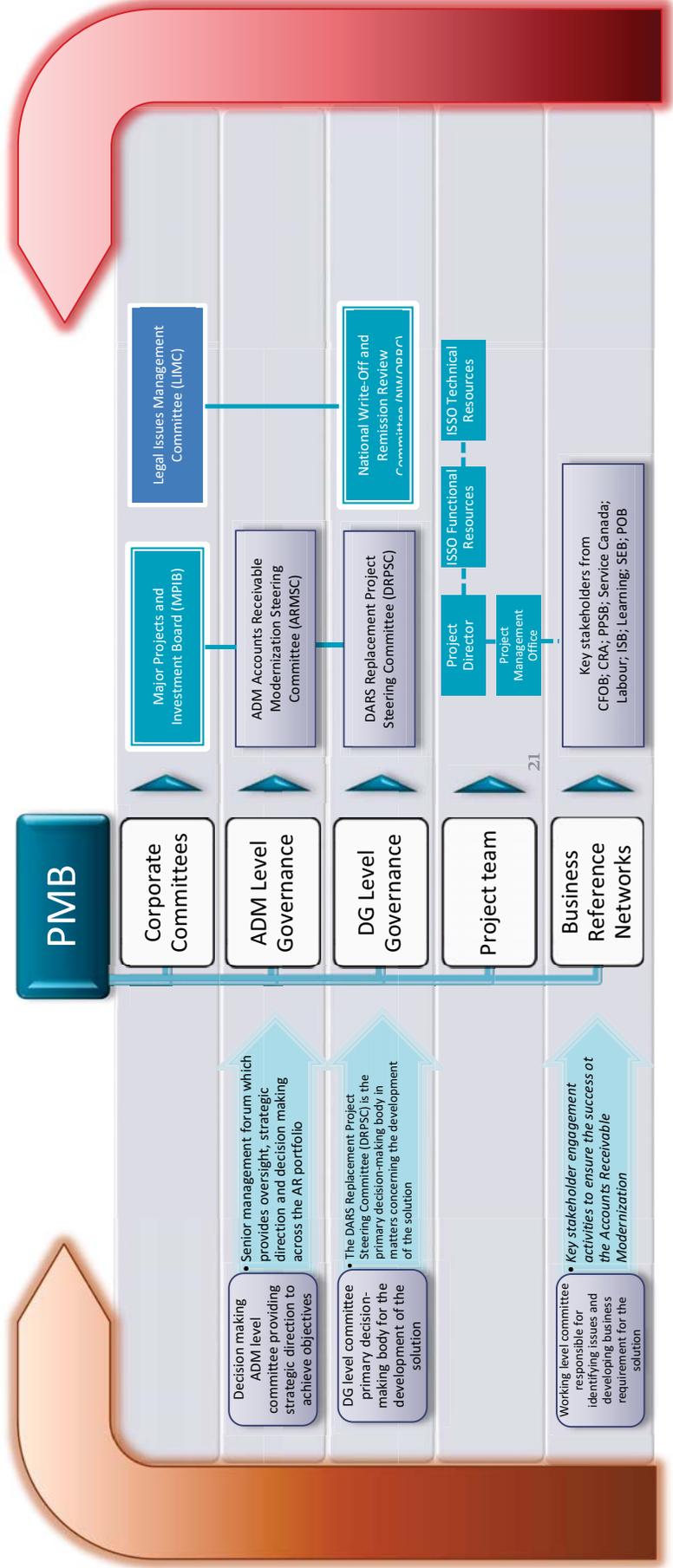
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3-3 Project Governance Structure

The Executive Sponsor for the project is the CFO. He will have overall accountability for the project and ensures that the project is successful and delivers the agreed scope and business benefits, as outlined in the business case and blueprint. The Project Management Office for ARM is under the leadership of the Integrated Corporate Accountability and Accountability Directorate (ICAAD)

This directorate will lead all phases of the Project (i.e., requirements definition, development of new business processes, training and change management). To ensure the success of the initiative, the following Governance was implemented. An Assistant Deputy Minister (ADM) level committee and Director General (DG) level committee will be created and existing committees within the Department will be leveraged to allow the Department to meet its objectives.



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The ADM, Accounts Receivable Modernization Steering Committee (ADMARMSC) is a senior management forum which provides oversight, strategic direction and decision making across the ARM portfolio of major transformation initiatives related to the Accounts Receivable Modernization initiative.

The ADMARMSC also functions as a key forum for information-sharing, consultation and collaboration between Branches. Through its activities, the ADMARMSC also supports collective discussion and shared understanding on key initiatives and/or issues.

The DARS Replacement Project Steering Committee (DRPSC) is the primary decision-making body in matters concerning the development of the solution specifically as they relate to:

- Selection of a solution;
- Implementation Approach; and
- Organizational Alignment.

The DRPSC also functions as a key forum for information-sharing, consultation and collaboration between Branches. Through its activities, the DRPSC also supports collective discussion and shared understanding on key initiatives and/or issues.

In addition to the DRPSC, the National Write-Off and Remissions Review Committee (NWORRC) will be the vehicle used to discuss and ensure progress and enhancements to the standardization efforts and the overall AR Framework.

4.0 TERMINOLOGY

ADM ~ Assistant Deputy Minister
ALM ~ Application Lifecycle Management
ARM ~ Accounts Receivable Modernization
ASAP ~ Accelerated SAP
BI ~ Business Intelligence
BPS ~ Bill Payment System
CEDI ~ Common Enterprise Data
CFOB ~ Chief Financial Officer Branch
CPP ~ Canada Pension Plan
CRA ~ Canada Revenue Agency
CSB ~ Citizen Service Branch
CSLP ~ Canada Loans and Apprentice Loan for Students
CPS ~ Central Process Scheduling
DG ~ Director General
DRPSC ~ DARS Replacement Project Steering Committee
ECC ~ Enterprise Central Component
EI ~ Employment Insurance
EP ~ Enterprise Portal
ePMO ~ Enterprise Project Management Office

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ESB ~ Enterprise Service Bus
 ESDC ~ Employment and Social Development Canada’s
 FMBP ~ Financial Management Business Processes
 FMSC ~ Financial Management System Configuration
 GRC ~ Governance Risk Compliance
 IITB ~ Innovation, Information and Technology Branch
 ICAAD ~ Corporate Accountability and Accountability Directorate
 ISSO ~ In-Service Support Organization
 IAs ~ International Agreements
 ISB ~ Integrity Service Branch
 MPIB ~ Major Projects and Investments Board
 NCR ~ National Capital Region
 NW ~ NetWeaver
 NWORRC ~ National Write-Off and Remissions Review Committee
 OCM ~ Organizational Change Management
 OAS ~ Old Age Security
 OAG ~ Office of the Auditor General
 PPMF ~ Portfolio Project Management Framework
 PPMP ~ Project Portfolio Management Process
 PSPC ~ Public Services and Procurement Canada
 PPSB ~ Payment Processing Services Branch
 POB ~ Program Operation Branch
 PIA ~ Privacy Impact Assessments
 PO ~ Process Orchestration
 RICEFW ~ Reports Interface Conversion Enhancement Forms Workflow
 RFI ~ Request for Information
 RFP ~ Request for Proposal
 SAP TRM PSCD ~ SAP Tax and Revenue Management Public Sector collection and Disbursement solution
 SSC ~ Shared Services Canada
 SDLC ~ Systems Development Life Cycle
 SolMan ~ Solution Manager
 SOA ~ Service Oriented Architecture
 TA ~ Task Authorizations

5.0 BUSINESS AND TECHNICAL ENVIRONMENT

5.1 Business Environment

Currently the Accounts receivables and financials are managed via 2 different systems. DARS is the main sub-ledger of Receivables for the Department which is currently not fully integrated to myEMS SAP. The financials, including payment reception and General Ledger is the myEMS-SAP solution. There are also external partners to the Accounts Receivables business process as PSPC is the entity receiving payments on behalf of ESDC and the CRA is responsible for the collections on behalf of ESDC.

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The current DARS system has approximately 4000 users, 3500 users are ESDC employees and 500 are CRA employees.

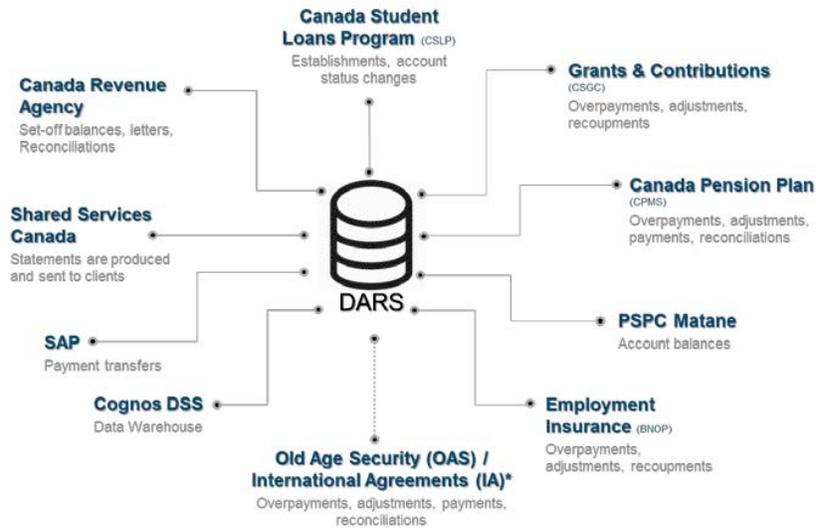
DARS in numbers:

DARS	
Number of Accounts:	3.3 Million
Value of Open items:	4.3 Billion
Number of Users:	4000 users (500 @ CRA)
Number of partner systems:	11
Number of interfaces:	28

High Level diagram of Interfaces and partner systems of the current situation:

INTERFACES

DARS Components



* Please note that by the end of fiscal year 2015-2016, there will be two additional one way interfaces between DARS and OAS/IA.

The current myEMS-SAP solution is deployed to all 25 000 ESDC employees. The user community is composed of two types of users: practionners vs non practionners. The majority of users are non

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practionners. These are exposed to self service functions via the SAP portal. The practionners are exposed to SAP ECC has they require an extensive use of the tool to support their daily activities.

myEMS-SAP	
Number of Users:	25 000
Number of Business Scenarios	33
Number of Business Processes	100
Number of Business Process Steps	1800+
Number of partner systems:	18
Number of interfaces:	29

The DARS replacement Solution will be utilizing the SAP TRM PSCD module of SAP. This module will be an addition to the current myEMS-SAP solution. The following table summarizes the approximate scope of the new solution.

DARS Replacement Solution	
Number of Users:	4000
Number of Business Scenarios	1
Number of Business Processes	17
Number of Business Process Steps	155+
Number of partner systems:	11
Number of interfaces:	15

5.2 Technical Environment

The DARS replacement Solution will be utilizing the SAP TRM PSCD module of SAP ECC 6.o, Enhancement Pack 7 and SAP CRM 7.o.

The Contractor must adhere to the Accelerated SAP (ASAP) methodology in the completion of the work as ESDC is embedding ASAP as the standard approach for SAP implementations within the Department. SAP Solution Manager will be used to manage the solution in all phases of the project.

The current SAP Landscape at ESDC is depicted in the following diagram.

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Batch scheduling tool	Central Process Scheduling (CPS) by Redwood SAP Solution Manager connector to SAP CPS by Redwood
Modeling Tool	MS Visio
Development environment/tool:	ABAP Workbench, BSP
Source code management tool	SAP ECC 6.o
Infrastructure	The ARM solution will be hosted on SSC managed infrastructure.

Third parties are allowed to use the above tools in the delivery of services to ESDC. The contractor must be responsible for acquiring any tools, including the required licenses, for any tools that are not listed above. ESDC expects the Contractor to remove all additional tools requiring licenses not owned by ESDC and that the ongoing operation of the DARS Replacement Solution does not depend on ESDC acquiring these tools.

ESDC will provide the requisite software for the technology stack and the Systems Development Life Cycle (SDLC) toolset.

6.0 PROJECT AND TARGETS SCHEDULE

6.1 Project Stages and Target Schedule

6.1.1 Project Stages

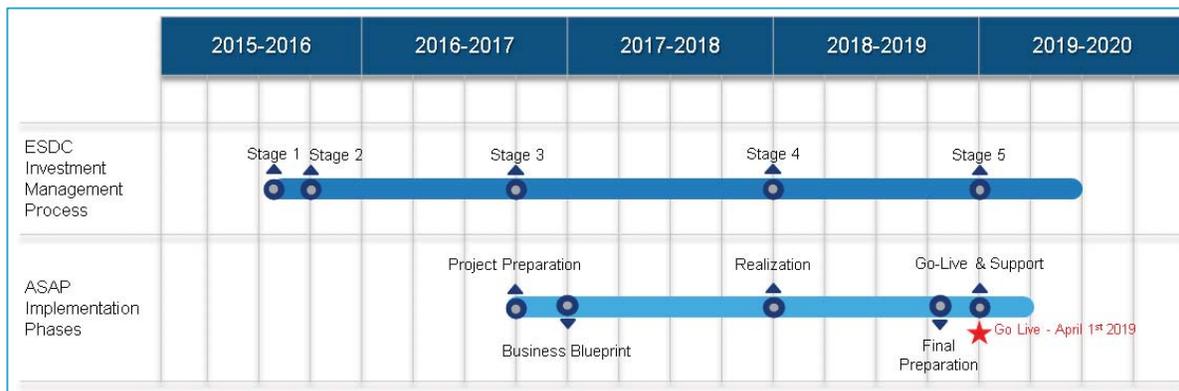
The Accounts Receivable Modernization (ARM) project must adhere to the Department’s gating structure for governance, project management and project delivery as follows (Project Portfolio Management Process (PPMP)):

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- Stage 1 - Justification
- Stage 2 - Initiation
- Stage 3 - Planning
- Stage 4 - Execution
- Stage 5 - Closure

The commencement of all stages is dependent on the prior gate approval by the Major Projects and Investments Board (MPIB). ARM has received Gate 1 approval and is currently in Stage 2. Funding availability is contingent to the approval of each Gate.

The Accelerated SAP (ASAP) implementation methodology will be used for ARM. The table below demonstrates the alignment between the Employment and Social Development Canada’s (ESDC) investment management process stages and ASAP phases.



6.1.2 Target Schedule

The table below lists the target project milestones for ARM and the duration in days:

PROJECT STAGES/PHASES	START	END	DURATION (Days)
STAGE 3 – Planning	2017-01-01	2018-03-31	325
Phase 1 - Project Preparation	2017-01-01	2017-03-31	65
Phase 2 - Business Blueprint	2017-04-01	2018-03-31	260

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STAGE 4 – Execution	2018-04-01	2019-03-31	260
Phase 3 – Realization	2018-04-01	2019-01-31	219
Phase 4 - Final Preparation	2019-02-01	2019-03-31	41
STAGE 5 – Closure	2019-04-01	2019-06-30	65
Phase 5 - Go-Live and Support	2019-04-01	2019-06-30	65

7.0 RESOURCE CATEGORIES-TASKS AND DELIVERABLES

The Contractor’s resources must collaborate with ESDC resources, and other contract personnel as appropriate, to deliver the services.

7.1 A1 - Application/Software Architect -SAP Application Architect (Level 3)	
7.1.1 General Responsibilities:	Develop frameworks and strategies to meet business and application requirement and identify the policies and requirements for the solution.
7.1.2 Tasks	<p>The Application/Software Architect – SAP Application Architect (Level 3) may be required, without limitation, to perform any combination of the following tasks during the Blueprinting, Final Preparation, Go-Live Support and/or Run phases:</p> <p>7.1.2.1. Develop functional and technical architectures, frameworks and strategies, either for an organization or for a major application area, to meet business application requirement;</p> <p>7.1.2.2. Identify the policies and requirements that drive out a particular solution;</p> <p>7.1.2.3. Analyze and evaluate alternative technology solutions to meet business problems;</p> <p>7.1.2.4. Ensures the integration of all aspects of technology solutions;</p> <p>7.1.2.5. Monitor industry trends to ensure that solutions fit with government and industry directions for technology;</p>

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	<p>7.1.2.6. Analyze functional requirements to identify information, procedures and decision flows;</p> <p>7.1.2.7. Evaluate existing procedures and methods, identify and document database content, structure, and application sub-systems, and develop data dictionary;</p> <p>7.1.2.8. Define and document interfaces of manual to automated operations within application sub-systems, to external systems and between new and existing systems;</p> <p>7.1.2.9. Define input/output sources, including detailed plan for technical design phase, and obtain approval of the system proposal;</p> <p>7.1.2.10. Identify and document system specific standards relating to programming, documentation and testing, covering program libraries, data dictionaries, naming conventions, etc.;</p> <p>7.1.2.11. Provide timely and complete knowledge transfer to ESDC's project team staff through individual and group training, shadowing, demonstrations and written instructions;</p> <p>7.1.2.12. Review business process mapping and solution documentation for all SAP business scenarios</p> <p>7.1.2.13. Support ESDC's DARS Replacement solution including incident management, problem resolution and user support;</p> <p>7.1.2.14. Provide oversight on change management and release and deployment processes and guidelines;</p> <p>7.1.2.15. Lead problem escalation and resolution, working with SAP AG and other software/hardware vendors to resolve problems;</p> <p>7.1.2.16. Design solutions with best architecture practices;</p> <p>7.1.2.17. Provide a solid understanding of SAP product offering and it's interoperability with other components as well as high level understanding of interface technology;</p> <p>7.1.2.18. Support software installations, upgrades and maintenance of SAP and associated technologies;</p> <p>7.1.2.19. Apply knowledge of SAP Basis technology and products including Oracle Server RDBMS, and UNIX/Windows Server operating system skill to support SAP and associated technology infrastructure, landscape environments and interface systems;</p>
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	<p>7.1.2.20. Coordinate all infrastructure change management efforts utilizing change management tools and processes;</p> <p>7.1.2.21. Lead architecture integration between SAP and other legacy systems and tools;</p> <p>7.1.2.22. Lead the design of the DARS Replacement Solution architecture;</p> <p>7.1.2.23. Assist in architecting the technical landscape of the SAP solution;</p> <p>7.1.2.24. Advise and support the Project Director, Project Manager and Technical Manager and provide technical guidance to the Technical team; and</p> <p>7.1.2.25. Any other Work related to this category</p>
7.1.3 Deliverables	<p>The resource must provide, at a minimum, the following deliverables. All deliverables are subject to the review and acceptance of the Technical Authority.</p> <p>7.1.3.1. ESDC DARS Replacement Solution Architecture document;</p> <p>7.1.3.2. Integration Architecture and design document;</p> <p>7.1.3.3. Status reports in electronic format such as Microsoft Word on a monthly basis, one electronic copy of the deliverables as specified in the tasking authorization that will be raised on an “as and when requested” basis to the Technical Authority;</p> <p>7.1.3.4. Status update presentations in electronic format such as Microsoft Word; and,</p> <p>7.1.3.5. Any other project deliverables related to the tasks identified in Section 7.1.2 above, will be specified on the Task Authorization.</p>

7.1.4 Technologies / Technical Expertise:

The resource must have the demonstrated experience in the following technologies and technical expertise:

- a. Large scale SAP Production system (500+ concurrent users);
- b. SAP Solution Manager(SolMan) 7.0 and above
- c. SAP Enterprise Central Component (ECC) 6.0;
- d. SAP CRM 7.0

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e. SAP Business Intelligence (BI);

f. SAP Enterprise Portal (EP);

It is anticipated that the resource may use any or all, without limitation, any combination of the following:

i. SAP Governance Risk Compliance (GRC);

ii. SAP Service Oriented Architecture (SOA);

iii. SAP Process Orchestration (PO);

iv. OpenText Invoice Capture Center (ICC);

v. SAP NetWeaver (NW);

vi. HP Application Lifecycle Management (ALM); and

vii. Enterprise Service Bus (ESB).

7.1.5 Functional Modules / Expertise:

The resource must have the demonstrated experience in the following functional modules and expertise:

a. SAP Accounts Payable (FI-AP);

b. SAP Accounts Receivable (FI-AR);

c. SAP General Ledger (FI-GL);

d. SAP Special Purpose Leger (FI-SPL);

e. SAP Controlling (FI-CO);

f. SAP Funds Management (FM);

g. SAP Tax and Revenue Management (TRM) for the Public Sector

h. SAP CRM 7.0;

i. SAP Accelerated SAP (ASAP);

j. SAP Business Rules Framework (BRF+);

k. SAP Business Workflow; -

It is anticipated that the resource may use any or all, without limitation, any combination of the following:

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- i. SAP Project Systems (PS);
- ii. SAP Sales & Distribution (SD);
- iii. SAP Business Warehouse (BW);
- iv. SAP Business Intelligence (BI);
- v. SAP Roles & Authorizations (R&A);
- vi. SAP Materiel Management (MM);
- vii. SAP Plant Maintenance (PM);
- viii. SAP Asset Accounting (FI-AA);
- ix. SAP Enterprise Asset Management (EAM);
- x. SAP Travel Management (TM);
- xi. SAP Cross Application Time Sheets (CATS);
- xii. SAP Governance, Risk & Compliance (GRC);
- xiii. SAP Salary Forecasting Tool (SFT);
- xiv. SAP Business Planning & Consolidation (BPC);
- xv. SAP Business Objects (BO);
- xvi. SAP Investment Management (IM);
- xvii. SAP Portfolio and Project Management;
- xviii. SAP Flexible Real Estate Management (RE-FX);
- xix. SAP Identity Management (IDM);
- l. SAP Vendor Invoice Management (VIM);
- xx. SAP HP Application Lifecycle Management (ALM);
- xxi. SAP Test Acceleration and Optimization (TAO);
- xxii. SAP Testing Tools;
- xxiii. SAP Master Data Governance (MDG);
- xxiv. SAP Public Sector Industry Solution;

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xxv. SAP Human Resources (HR); and,

xxvi. SAP Human Capital Management (HCM)

7.1.6 Certifications

This resource may be required, without limitation, to hold any combination of the following certifications:

- ❖ Certification in any of the SAP functional modules listed in section 7.1.5

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7.2 A.2 - ERP Functional Analyst - SAP Functional Analyst (Level 3)	
7.2.1 General responsibilities	Develop and document functional, business and/or system requirements.
7.2.2 Tasks	<p>The ERP Functional Analyst - SAP Functional Analyst (Level 3) may be required, without limitation, to perform any combination of the following tasks during the Blueprinting, Final Preparation, Go-Live Support and/or Run phases:</p> <p>7.2.2.1. Participate and provide guidance in the development of functional plans, directives, standards and procedures related to the SAP application area;</p> <p>7.2.2.2. Provide guidance and advice on the best application of the Government of Canada’s Directives, Policies, Guidelines and Practices for specific SAP application areas to ensure compliance, efficient and effective use of the DARS Replacement solution;</p> <p>7.2.2.3. Provide guidance and advice on SAP best practices for specific SAP application areas and integration of these process with other SAP modules in particular integration with SAP Funds Management;</p> <p>7.2.2.4. Provide guidance and advice on SAP best practices for specific SAP application areas and integration of these process with other SAP modules in particular integration with SAP Workflow with Business Rules Framework Plus (BRF+);</p> <p>7.2.2.5. Provide expertise and guidance in troubleshooting and fixing incidents/problems as they may occur during the deployment and testing of specific SAP application areas and integration with the DARS Replacement solution. This includes but is not limited to liaising with the software vendor (SAP via OSS) to triage, document, escalate and address ESDC integration issues with all software components, in particular, Enterprise Portal and Workflows;</p> <p>7.2.2.6. Provide guidance and advice on SAP best practices as they relate to data requirements and modelling when enhancing existing or developing new reports in SAP;</p> <p>7.2.2.7. Identify, document roles, authorizations and security requirements;</p> <p>7.2.2.8. Interact with other teams to understand schedule dependencies, resolve cross-team issues, and ensure milestones are met;</p>

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	<p>7.2.2.9. Lead the SAP functional development team in developing requirements, designs and configuration, documentation and testing of Reports Interface Conversion Enhancement Forms Workflow (RICEFW);</p> <p>7.2.2.10. Create learning material and Deliver end-user training;</p> <p>7.2.2.11. Train ESDC employees (various audience profiles) on exactly what they need to know in order to be able to carry out their jobs in the new environment by matching the required learning to each job role;</p> <p>7.2.2.12. Develop a comprehensive suite of test scripts to support the testing of ESDC's business process requirements. The resource will also be required to support the overall testing strategy, including participation in multiple test plans and the resolution of test issues using HP ALM;</p> <p>7.2.2.13. Provide timely and complete knowledge transfer to ESDC's project staff through individual and group training, shadowing, demonstrations including completeness of documentation;</p> <p>7.2.2.14. Assist in developing and presenting various project status updates as well as project deliverables, and</p> <p>7.2.2.15. Any other Work related to this category.</p>
<p>7.2.3 Deliverables</p>	<p>The resource must provide, at a minimum, the following deliverables in a timely and quality manner. All deliverables are subject to the review and acceptance of the Technical Authority.</p> <p>7.2.3.1. Business requirement documents;</p> <p>7.2.3.2. Functional design documents;</p> <p>7.2.3.3. Detailed configuration documents;</p> <p>7.2.3.4. Reports Interface Conversion Enhancement Forms Workflow (RICEFW) documentation;</p> <p>7.2.3.5. Problem Analysis Reports;</p> <p>7.2.3.6. Recommendations Reports;</p> <p>7.2.3.7. Presentation and training material and execution;</p> <p>7.2.3.8. Status reports in electronic format such as Microsoft Word on a monthly basis, one electronic copy of the deliverables as specified</p>

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	<p>in the tasking authorization that will be raised on an “as and when requested” basis to the Technical Authority;</p> <p>7.2.3.9. Status update presentations in electronic format such as Microsoft Word; and</p> <p>7.2.3.10. Any other project deliverables related to the tasks identified in Section 7.2.2 above, will be specified in the Task Authorization</p>
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7.2.4 Technologies / Technical Expertise:

The resource must have the demonstrated experience in the following technologies and technical expertise:

- a. Large scale SAP Production system (500+ concurrent users);
- b. SAP Solution Manager 7.0 and above (SolMan)
- c. SAP Enterprise Central Component (ECC) 6.0;
- d. SAP CRM 7.0
- e. SAP Business Intelligence (BI);
- f. SAP Enterprise Portal (EP);

It is anticipated that the resource may use any or all, without limitation, any combination of the following:

- i. SAP Process Orchestration (PO);
- ii. SAP Service Oriented Architecture (SOA);
- iii. HP Application Lifecycle Management (ALM); and
- iv. ANCILE uPerform.

7.2.5 Functional Modules / Expertise:

The resource must have the demonstrated experience in the following functional modules and expertise:

- a. SAP Accounts Payable (FI-AP);

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- b. SAP General Ledger (FI-GL);
- c. SAP Controlling (FI-CO);
- d. SAP Funds Management (FM);
- e. SAP Business Workflow;

It is anticipated that the resource may use any or all without limitation, any combination of the following:

- i. SAP Accounts Receivable (AR);
- ii. SAP Asset Accounting (FI-AA);
- iii. SAP Project Systems (PS);
- iv. SAP Materiel Management (MM);
- v. SAP Plant Maintenance (PM);
- vi. SAP Enterprise Asset Management (EAM);
- vii. SAP Travel Management (TM);
- viii. SAP Roles & Authorizations (R&A);
- ix. SAP Business Intelligence (BI);
- x. SAP Cross Application Time Sheets (CATS);
- xi. SAP Governance, Risk & Compliance (GRC);
- xii. SAP Salary Forecasting Tool (SFT);
- xiii. SAP Business Planning & Consolidation (BPC);
- xiv. SAP Business Warehouse (BW);
- xv. SAP Business Objects (BO);
- xvi. SAP Investment Management (IM);
- xvii. SAP Sales & Distribution (SD);
- xviii. SAP Tax and Revenue Management (TRM) for the Public Sector
- xix. SAP CRM 7.0;
- xx. SAP Portfolio and Project Management;

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- xxi. SAP Flexible Real Estate Management (RE-FX);
- xxii. SAP Identity Management (IDM);
- xxiii. SAP Vendor Invoice Management (VIM);
- xxiv. SAP Test Acceleration and Optimization (TAO);
- xxv. SAP HP Application Lifecycle Management (ALM);
- xxvi. SAP Accelerated SAP (ASAP);
- xxvii. SAP Master Data Governance (MDG);
- xxviii. SAP Business Rules Framework (BRF+);
- xxix. SAP Public Sector Industry Solution;
- xxx. SAP Human Resources (HR); and,
- xxxi. SAP Human Capital Management (HCM)

7.2.6 Certifications:

This Resource may be required, without limitation, to hold any combination of the following certifications:

Certification in any of the SAP functional modules listed in section 7.2.5

7.3 A2- ERP Functional Analyst - SAP Functional Analyst (Level 3) Accounts Receivable (AR)	
7.3.1 General Responsibilities	Develop and document functional business and/or system requirements.
7.3.2 Tasks	The ERP Functional Analyst - SAP Functional Analyst (Level 3) Accounts Receivable may be required, without limitation, to perform any combination of the following tasks during the Blueprinting, Final Preparation, Go-Live Support and/or Run phases
	7.3.2.1. Participate and provide guidance in the development of functional plans, directives, standards and procedures related to SAP AR;

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	<p>7.3.2.2. Provide guidance and advice on SAP best practices as they relate to the SAP AR processes and integration of these process with other SAP modules;</p> <p>7.3.2.3. Provide guidance and advice on SAP best practices as they relate to the SAP AR processes and integration of these process with other SAP modules in particular integration with SAP TRM PSCD;</p> <p>7.3.2.4. Provide guidance and advice on SAP best practices as they relate to the SAP AR processes and integration of these process with other SAP modules in particular integration with SAP Process Integration using SAP Workflows with Business Rules Framework plus (BRF+);</p> <p>7.3.2.5. Provide expertise and guidance in troubleshooting and fixing incidents/problems as they may occur during the deployment and testing of the AR integration with the DARS Replacement solution. This includes but is not limited to liaising with the software vendor (SAP via OSS) to triage, document, escalate and address ESDC AR integration issues with all software components;</p> <p>7.3.2.6. Provide guidance and advice on SAP best practices as they relate to data requirements and modelling when enhancing existing or developing new reports in SAP;</p> <p>7.3.2.7. Identify, document roles, authorizations and security requirements;</p> <p>7.3.2.8. Interact with other teams to understand schedule dependencies, resolve cross-team issues, and ensure milestones are met;</p> <p>7.3.2.9. Lead the SAP AR team in developing requirements, designs and configuration, documentation and testing of Reports Interface Conversion Enhancement Forms Workflow (RICEFW);</p> <p>7.3.2.10. Create learning material and Deliver end-user training;</p> <p>7.3.2.11. Train ESDC employees (various audience profiles) on exactly what they need to know in order to be able to carry out their jobs in the new environment by matching the required learning to each job role;</p> <p>7.3.2.12. Develop a comprehensive suite of test scripts to support the testing of ESDC's business process requirements. The resource will also be required to support the overall testing strategy, including participation in multiple test plans and the resolution of test issues using HP ALM;</p>
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	<p>7.3.2.13. Provide timely and complete knowledge transfer to ESDC’s project staff through individual and group training, shadowing, demonstrations including completeness of documentation; and</p> <p>7.3.2.14. Assist in developing and presenting various project status updates as well as project deliverables, and</p> <p>7.3.2.15. Any other Work related to this category</p>
7.3.3 Deliverables	<p>The resource must provide, at a minimum, the following deliverables in a timely and quality manner. All deliverables are subject to the review and approval of the Technical Authority.</p> <p>7.3.3.1 Business requirement documents;</p> <p>7.3.3.2 Functional design documents;</p> <p>7.3.3.3 Detailed configuration documents;</p> <p>7.3.3.4 Reports Interface Conversion Enhancement Forms Workflow (RICEFW) documentation;</p> <p>7.3.3.5 Problem Analysis Reports;</p> <p>7.3.3.6 Recommendations Reports;</p> <p>7.3.3.7 Presentation and training material and execution;</p> <p>7.3.3.8 Status reports in MS Word format on a monthly basis, one electronic copy of the deliverables as specified in the tasking authorization that will be raised on an “as and when requested” basis to the Technical Authority;</p> <p>7.3.3.9 Status update presentations in electronic format such as Microsoft Word; and,</p> <p>7.3.3.10 Any other project deliverables related to the tasks identified in Section 7.3.2 above will be specified in the Task Authorization.</p>

7.3.4 Technologies / Technical Expertise:

The resource must have the demonstrated experience in the following technologies and technical expertise:

- a. Large scale SAP Production system (500+ concurrent users);

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b. SAP Solution Manager 7.0 or above (SolMan);

c. SAP Enterprise Central Component (ECC) 6.0;

It is anticipated that the resource may use any or all, without limitation, any combination of the following:

- i. SAP CRM 7.0
- ii. SAP Business Intelligence (BI);
- iii. SAP Enterprise Portal (EP);
- iv. SAP Process Orchestration (PO);
- v. HP Application Lifecycle Management (ALM); and
- vi. ANCILE uPerform.

7-3.5 Functional Modules / Expertise:

The resource must have the demonstrated experience in the following functional modules and expertise:

- a. SAP Accounts Receivable (FI-AR);

It is anticipated that the resource may use any or all, without limitation, any combination of the following:

- i. SAP Accounts Payable (FI-AP);
- ii. SAP Asset Accounting (FI-AA);
- iii. SAP General Ledger (FI-GL);
- iv. SAP Special Purpose Leger (FI-SPL);
- v. SAP Controlling (FI-CO);
- vi. SAP Project Systems (PS);
- vii. SAP Materiel Management (MM);
- viii. SAP Plant Maintenance (PM);
- ix. SAP Enterprise Asset Management (EAM);
- x. SAP Funds Management (FM);
- xi. SAP Travel Management (TM);

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- xii. SAP Roles & Authorizations (R&A);
- xiii. SAP Business Intelligence (BI);
- xiv. SAP Cross Application Time Sheets (CATS);
- xv. SAP Governance, Risk & Compliance (GRC);
- xvi. SAP Salary Forecasting Tool (SFT);
- xvii. SAP Business Planning & Consolidation (BPC);
- xviii. SAP Business Warehouse (BW);
- xix. SAP Business Objects (BO);
- xx. SAP Investment Management (IM);
- xxi. SAP Sales & Distribution (SD);
- xxii. SAP Tax and Revenue Management (TRM) for the Public Sector
- xxiii. SAP CRM 7.0;
- xxiv. SAP Portfolio and Project Management;
- xxv. SAP Flexible Real Estate Management (RE-FX);
- xxvi. SAP Identity Management (IDM);
- xxvii. SAP Vendor Invoice Management (VIM);
- xxviii. SAP Test Acceleration and Optimization (TAO);
- xxix. SAP HP Application Lifecycle Management (ALM);
- xxx. SAP Testing Tools;
- xxxi. SAP Accelerated SAP (ASAP);
- xxxii. SAP Master Data Governance (MDG);
- xxxiii. SAP Business Rules Framework (BRF+);
- xxxiv. SAP Business Workflow;
- xxxv. SAP Public Sector Industry Solution;
- xxxvi. SAP Human Resources (HR); and,

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xxxvii. SAP Human Capital Management (HCM)

7.3.6 Certifications:

This Resource may be required, without limitation, to hold any combination of the following certifications:

- ❖ Certification in any of the SAP functional modules listed in section 7.3.5

7.4 A2 - ERP Functional Analyst - SAP Functional Analyst (Level 3) Tax and Revenue Management - Public Sector Collections and Disbursements (TRM PSCD)	
7.4.1 General responsibilities	Develop and document functional business and/or system requirements.
7.4.2 Tasks	<p>The ERP Functional Analyst - SAP Functional Analyst (Level 3) Tax and Revenue Management - Public Sector Collections and Disbursements (TRM PSCD) may be required, without limitation, to perform any combination of the following tasks during the Blueprinting, Final Preparation, Go-Live Support and/or Run phases:</p> <p>7.4.2.1. Participate and provide guidance in the development of functional plans, directives, standards and procedures related to SAP TRM-PSCD;</p> <p>7.4.2.2. Provide guidance and advice on SAP best practices as they relate to the SAP TRM-PSCD processes and integration of these process with other SAP modules in particular integration with SAP Funds Management;</p> <p>7.4.2.3. Provide guidance and advice on SAP best practices as they relate to the SAP TRM processes and integration of these process with other SAP modules in particular integration with SAP Process Integration using SAP Workflows with Business Rules Framework plus (BRF+);</p> <p>7.4.2.4. Provide expertise and guidance in troubleshooting and fixing incidents/problems as they may occur during the deployment and testing of the SAP TRM integration with the DARS Replacement solution. This includes but is not limited to liaising with the software</p>

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	<p>vendor (SAP via OSS) to triage, document, escalate and address ESDC TRM-PSCD integration issues with all software components, in particular SAP CRM, Enterprise Portal and Workflows;</p> <p>7.4.2.5. Identify, document roles, authorizations and security requirements;</p> <p>7.4.2.6. Interact with other teams to understand schedule dependencies, resolve cross-team issues, and ensure milestones are met;</p> <p>7.4.2.7. Lead the SAP TRM-PSCD team in developing requirements, designs and configuration, documentation and testing of Reports Interface Conversion Enhancement Forms Workflow (RICEFW);</p> <p>7.4.2.8. Create learning material and Deliver end-user training;</p> <p>7.4.2.9. Train ESDC employees (various audience profiles) on exactly what they need to know in order to be able to carry out their jobs in the new environment by matching the required learning to each job role;</p> <p>7.4.2.10. Develop a comprehensive suite of test scripts to support the testing of ESDC's business process requirements. The resource will also be required to support the overall testing strategy, including participation in multiple test plans and the resolution of test issues using HP ALM;</p> <p>7.4.2.11. Provide timely and complete knowledge transfer to ESDC's project staff through individual and group training, shadowing, demonstrations including completeness of documentation; and</p> <p>7.4.2.12. Assist in developing and presenting various project status updates as well as project deliverables., and</p> <p>7.4.2.13. Any other Work related to this category</p>
7.4.3 Deliverables	<p>The resource must provide, at a minimum, the following deliverables in a timely and quality manner. All deliverables are subject to the review and acceptance of the Technical Authority.</p> <p>7.4.3.1 Business requirement documents;</p> <p>7.4.3.2 Functional design documents;</p> <p>7.4.3.3 Detailed configuration documents;</p> <p>7.4.3.4 Reports Interface Conversion Enhancement Forms Workflow (RICEFW) documentation;</p> <p>7.4.3.5 Problem Analysis Reports;</p>

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	<p>7.4.3.6 Recommendations Reports;</p> <p>7.4.3.7 Presentation and training material and execution;</p> <p>7.4.3.8 Status reports in MS Word format on a monthly basis, one electronic copy of the deliverables as specified in the tasking authorization that will be raised on an “as and when requested” basis to the Technical Authority;</p> <p>7.4.3.9 Status update presentations in electronic format such as Microsoft Word; and,</p> <p>7.4.3.10 Any other project deliverables related to the tasks identified in Section 7.5.1 above, on an “as and when requested” basis as specified by the Technical Authority.</p>
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7.4.4 Technologies / Technical Expertise:

The resource must have the demonstrated experience in the following technologies and technical expertise:

- a. Large scale SAP Production system (500+ concurrent users);
- b. SAP Solution Manager 7.0 or above (SolMan)
- c. SAP Enterprise Central Component (ECC) 6.0;
- d. SAP CRM 7.0

It is anticipated that the resource may use any or all, without limitation, any combination of the following:

- i. SAP Business Intelligence (BI);
- ii. SAP Enterprise Portal (EP);
- iii. SAP Process Orchestration (PO);
- iv. HP Application Lifecycle Management (ALM); and
- v. ANCILE uPerform.

7.4.5 Functional Modules / Expertise:

The resource must have the demonstrated experience in the following functional modules and expertise:

- a. SAP Tax and Revenue Management(TRM) for the Public Sector ;

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b. SAP Interaction Center

It is anticipated that the resource may use any or all, without limitation, any combination of the following:

- i. SAP Accounts Payable (FI-AP);
- ii. SAP Accounts Receivable (FI-AR);
- iii. SAP Asset Accounting (FI-AA);
- iv. SAP General Ledger (FI-GL);
- v. SAP Special Purpose Leger (FI-SPL);
- vi. SAP Controlling (FI-CO);
- vii. SAP Project Systems (PS);
- viii. SAP Materiel Management (MM);
- ix. SAP Plant Maintenance (PM);
- x. SAP Enterprise Asset Management (EAM);
- xi. SAP Funds Management (FM);
- xii. SAP Travel Management (TM);
- xiii. SAP Roles & Authorizations (R&A);
- xiv. SAP Business Intelligence (BI);
- xv. SAP Cross Application Time Sheets (CATS);
- xvi. SAP Governance, Risk & Compliance (GRC);
- xvii. SAP Salary Forecasting Tool (SFT);
- xviii. SAP Business Planning & Consolidation (BPC);
- xix. SAP Business Warehouse (BW);
- xx. SAP Business Objects (BO);
- xxi. SAP Investment Management (IM);
- xxii. SAP Sales & Distribution (SD);
- xxiii. SAP CRM 7.0;

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- xxiv. SAP Portfolio and Project Management;
- xxv. SAP Flexible Real Estate Management (RE-FX);
- xxvi. SAP Identity Management (IDM);
- xxvii. SAP Vendor Invoice Management (VIM);
- xxviii. SAP Test Acceleration and Optimization (TAO);
- xxix. SAP HP Application Lifecycle Management (ALM);
- xxx. SAP Testing Tools;
- xxxi. SAP Accelerated SAP (ASAP);
- xxxii. SAP Master Data Governance (MDG);
- xxxiii. SAP Business Rules Framework (BRF+);
- xxxiv. SAP Business Workflow;
- xxxv. SAP Public Sector Industry Solution;
- xxxvi. SAP Human Resources (HR); and,
- xxxvii. SAP Human Capital Management (HCM)

7.4.6 Certifications:

This Resource may be required, without limitation, to hold any combination of the following certifications:

- ❖ Certification in any of the SAP functional modules listed in section 7.4.5

7.5 A2 - ERP Functional Analyst - SAP Functional Analyst (Level 3) Access Management.	
7.5.1 General responsibilities	Develop and document functional business and/or system requirements.
7.5.2 Tasks	The ERP Functional Analyst - SAP Functional Analyst (Level 3) Access - Public Sector Collections and Disbursements (TRM PSCD) may be required, without limitation, to perform any combination of the following tasks during the Blueprinting, Final Preparation, Go-Live Support and/or Run phases:

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	<p>7.5.2.1. Participate and provide guidance in the development of functional plans, directives, standards and procedures related to SAP Access and Security;</p> <p>7.5.2.2. Provide guidance and advice on SAP best practices as they relate to the SAP Access and Security processes and integration of these process with other SAP modules in particular integration with SAP Funds Management, SAP Public Sector Collections & Disbursements and SAP CRM;</p> <p>7.5.2.3. Provide guidance and advice on SAP best practices as they relate to the SAP Access and Security processes and integration of these process with other SAP modules in particular integration with SAP Process Integration using SAP Workflows with Business Rules Framework plus (BRF+);</p> <p>7.5.2.4. Provide expertise and guidance in troubleshooting and fixing incidents/problems as they may occur during the deployment and testing of the Access integration with the DARS Replacement solution. This includes but is not limited to liaising with the software vendor (SAP via OSS) to triage, document, escalate and address ESDC TRM-PSCD integration issues with all software components, in particular SAP CRM, Enterprise Portal and Workflows;</p> <p>7.5.2.5. Identify, document roles, authorizations and security requirements;</p> <p>7.5.2.6. Interact with other teams to understand schedule dependencies, resolve cross-team issues, and ensure milestones are met;</p> <p>7.5.2.7. Lead the SAP Access and Security team in developing requirements, designs and configuration, documentation and testing of Reports Interface Conversion Enhancement Forms Workflow (RICEFW);</p> <p>7.5.2.8. Create learning material and Deliver end-user training;</p> <p>7.5.2.9. Train ESDC employees (various audience profiles) on exactly what they need to know in order to be able to carry out their jobs in the new environment by matching the required learning to each job role;</p> <p>7.5.2.10. Develop a comprehensive suite of test scripts to support the testing of ESDC's business process requirements. The resource will also be required to support the overall testing strategy, including participation in multiple test plans and the resolution of test issues using HP ALM;</p> <p>7.5.2.11. Provide timely and complete knowledge transfer to ESDC's project staff through individual and group training, shadowing, demonstrations including completeness of documentation;</p>
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	<p>7.5.2.12. Assist in developing and presenting various project status updates as well as project deliverables, and</p> <p>7.5.2.13. Any other Work related to this category.</p>
7.5.3 Deliverables	<p>The resource must provide, at a minimum, the following deliverables in a timely and quality manner. All deliverables are subject to the review and acceptance of the Technical Authority.</p> <p>7.5.3.1. Business requirement documents;</p> <p>7.5.3.2. Functional design documents;</p> <p>7.5.3.3. SAP Access Role design documents;</p> <p>7.5.3.4. SAP Access Business roles</p> <p>7.5.3.5. SAP Access and Security strategy document;</p> <p>7.5.3.6. Detailed configuration documents;</p> <p>7.5.3.7. Reports Interface Conversion Enhancement Forms Workflow (RICEFW) documentation;</p> <p>7.5.3.8. Problem Analysis Reports;</p> <p>7.5.3.9. Recommendations Reports;</p> <p>7.5.3.10. Presentation and training material and execution;</p> <p>7.5.3.11. Status reports in MS Word format on a monthly basis, one electronic copy of the deliverables as specified in the tasking authorization that will be raised on an “as and when requested” basis to the Technical Authority;</p> <p>7.5.3.12. Status update presentations in electronic format such as Microsoft Word; and,</p> <p>7.5.3.13. Any other project deliverables related to the tasks identified in Section 7.5.2 above, will be specified in the Task Authorization.</p>

7.5.4 Technologies / Technical Expertise:

The resource must have the demonstrated experience in the following technologies and technical expertise:

- a. Large scale SAP Production system (500+ concurrent users);

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- b. SAP Solution Manager 7.0 or above (SolMan)
- c. SAP Enterprise Central Component (ECC) 6.0;
- d. SAP CRM 7.0

It is anticipated that the resource may use any or all, without limitation, any combination of the following:

- i. SAP Business Intelligence (BI);
- ii. SAP Enterprise Portal (EP);
- iii. SAP Process Orchestration (PO);
- iv. HP Application Lifecycle Management (ALM); and
- v. ANCILE uPerform.

7.5.5 Functional Modules / Expertise:

The resource must have the demonstrated experience in the following functional modules and expertise:

- a. SAP Identity Management (IDM);
- b. SAP Roles & Authorizations (R&A);

It is anticipated that the resource may use any or all, without limitation, any combination of the following:

- i. SAP Accounts Payable (FI-AP);
- ii. SAP Accounts Receivable (FI-AR);
- iii. SAP Asset Accounting (FI-AA);
- iv. SAP General Ledger (FI-GL);
- v. SAP Special Purpose Leger (FI-SPL);
- vi. SAP Controlling (FI-CO);
- vii. SAP Project Systems (PS);
- viii. SAP Materiel Management (MM);
- ix. SAP Plant Maintenance (PM);
- x. SAP Enterprise Asset Management (EAM);
- xi. SAP Funds Management (FM);

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- xii. SAP Travel Management (TM);
- xiii. SAP Business Intelligence (BI);
- xiv. SAP Cross Application Time Sheets (CATS);
- xv. SAP Governance, Risk & Compliance (GRC);
- xvi. SAP Salary Forecasting Tool (SFT);
- xvii. SAP Business Planning & Consolidation (BPC);
- xviii. SAP Business Warehouse (BW);
- xix. SAP Business Objects (BO);
- xx. SAP Investment Management (IM);
- xxi. SAP Sales & Distribution (SD);
- xxii. SAP CRM 7.0;
- xxiii. SAP Portfolio and Project Management;
- xxiv. SAP Flexible Real Estate Management (RE-FX);
- xxv. SAP Tax and Revenue Management (TRM) for the Public Sector
- xxvi. SAP Identity Management (IDM);
- xxvii. SAP Vendor Invoice Management (VIM);
- xxviii. SAP Test Acceleration and Optimization (TAO);
- xxix. SAP HP Application Lifecycle Management (ALM);
- xxx. SAP Testing Tools;
- xxxi. SAP Accelerated SAP (ASAP);
- xxxii. SAP Master Data Governance (MDG);
- xxxiii. SAP Business Rules Framework (BRF+);
- xxxiv. SAP Business Workflow;
- xxxv. SAP Public Sector Industry Solution;
- xxxvi. SAP Human Resources (HR); and,

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xxxvii. SAP Human Capital Management (HCM)

7.6 A2 - ERP Functional Analyst - SAP Functional Analyst (Level 3) Interfaces & Legacy Systems	
7.6.1 General responsibilities	Develop and document functional business and/or system requirement.
7.6.2 Tasks	<p>The ERP Functional Analyst - SAP Functional Analyst (Level 3) Interface may be required, without limitation, to perform any combination of the following tasks during the Blueprinting, Realization, Final Preparation, Go-Live Support and/or Run phases:</p> <p>7.6.2.1. Participate and provide guidance in the development of functional plans, directives, standards and procedures related to SAP Interfaces;</p> <p>7.6.2.2. Provide guidance and advice on SAP best practices as they relate to the SAP Interfaces processes and integration of these process with other SAP modules in particular integration with SAP Funds Management, SAP Public Sector Collections & Disbursements and SAP CRM;</p> <p>7.6.2.3. Provide guidance and advice on SAP best practices as they relate to the SAP Interfaces processes and integration of these process with other SAP modules in particular integration with SAP Process Integration using SAP Workflows with Business Rules Framework plus (BRF+);</p> <p>7.6.2.4. Provide expertise and guidance in troubleshooting and fixing incidents/problems as they may occur during the deployment and testing of the interface integration with the DARS Replacement solution. This includes but is not limited to liaising with the software vendor (SAP via OSS) to triage, document, escalate and address ESDC TRM-PSCD integration issues with all software components, in particular SAP CRM, Enterprise Portal and Workflows;</p> <p>7.6.2.5. Review ESDC legacy systems, including background material, owners and solution target;</p> <p>7.6.2.6. Conduct assessment and classification of legacy systems;</p> <p>7.6.2.7. Conduct analysis on legacy systems functions and capacity;</p> <p>7.6.2.8. Evaluation and assess data requirements</p> <p>7.6.2.9. Identify, document roles, authorizations and security requirements;</p> <p>7.6.2.10. Interact with other teams to understand schedule dependencies, resolve cross-team issues, and ensure milestones are met;</p>

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	<p>7.6.2.11. Lead the SAP Interface and Legacy Systems team in developing requirements, designs and configuration, documentation and testing of Reports Interface Conversion Enhancement Forms Workflow (RICEFW);</p> <p>7.6.2.12. Create learning material and Deliver end-user training;</p> <p>7.6.2.13. Train ESDC employees (various audience profiles) on exactly what they need to know in order to be able to carry out their jobs in the new environment by matching the required learning to each job role;</p> <p>7.6.2.14. Develop a comprehensive suite of test scripts to support the testing of ESDC's business process requirements. The resource will also be required to support the overall testing strategy, including participation in multiple test plans and the resolution of test issues using HP ALM;</p> <p>7.6.2.15. Provide timely and complete knowledge transfer to ESDC's project staff through individual and group training, shadowing, demonstrations including completeness of documentation; and</p> <p>7.6.2.16. Assist in developing and presenting various project status updates as well as project deliverables., and</p> <p>7.6.2.17. Any other Work related to this category.</p>
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7.6.3. Deliverables	<p>The resource must provide, at a minimum, the following deliverables in a timely and quality manner. All deliverables are subject to the review and acceptance of the Technical Authority.</p> <p>7.6.3.1. Business requirement documents</p> <p>7.6.3.2. Functional design documents</p> <p>7.6.3.3. Detailed configuration documents;</p> <p>7.6.3.4. Reports Interface Conversion Enhancement Forms Workflow (RICEFW) documentation;</p> <p>7.6.3.5. Problem Analysis Reports;</p> <p>7.6.3.6. Recommendations Reports;</p> <p>7.6.3.7. Presentation and training material and execution;</p> <p>7.6.3.8. Status reports in MS Word format on a monthly basis, one electronic copy of the deliverables as specified in the tasking authorization that will be raised on an “as and when requested” basis to the Technical Authority;</p> <p>7.6.3.9. Status update presentations in electronic format such as Microsoft Word; and,</p> <p>7.6.3.10. Any other project deliverables related to the tasks identified in Section 7.6.2 above, will be specified in the Task Authorization.</p>
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7.6.4 Technologies / Technical Expertise:

The resource must have the demonstrated experience in the following technologies and technical expertise:

- a. Large scale SAP Production system (500+ concurrent users);
- b. SAP Solution Manager 7.0 or above(SolMan)
- c. SAP Enterprise Central Component (ECC) 6.0;
- d. SAP CRM 7.0

It is anticipated that the resource may use any or all, without limitation, any combination of the following:

- i. SAP Business Intelligence (BI);
- ii. SAP Enterprise Portal (EP);

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- iii. SAP Process Orchestration (PO);
- iv. HP Application Lifecycle Management (ALM); and
- v. ANCILE uPerform.

7.6.5 Functional Modules / Expertise:

It is anticipated that the resource may use any or all without limitation, any combination of the following:

- i. SAP Accounts Payable (FI-AP);
- ii. SAP Accounts Receivable (FI-AR);
- iii. SAP Asset Accounting (FI-AA);
- iv. SAP General Ledger (FI-GL);
- v. SAP Special Purpose Leger (FI-SPL);
- vi. SAP Controlling (FI-CO);
- vii. SAP Project Systems (PS);
- viii. SAP Materiel Management (MM);
- ix. SAP Plant Maintenance (PM);
- x. SAP Enterprise Asset Management (EAM);
- xi. SAP Funds Management (FM);
- xii. SAP Travel Management (TM);
- xiii. SAP Business Intelligence (BI);
- xiv. SAP Cross Application Time Sheets (CATS);
- xv. SAP Governance, Risk & Compliance (GRC);
- xvi. SAP Salary Forecasting Tool (SFT);
- xvii. SAP Business Planning & Consolidation (BPC);
- xviii. SAP Business Warehouse (BW);
- xix. SAP Business Objects (BO);
- xx. SAP Investment Management (IM);

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- xxi. SAP Sales & Distribution (SD);
- xxii. SAP CRM 7.0;
- xxiii. SAP Portfolio and Project Management;
- xxiv. SAP Flexible Real Estate Management (RE-FX);
- xxv. SAP Tax and Revenue Management (TRM) for the Public Sector
- xxvi. SAP Identity Management (IDM);
- xxvii. SAP Vendor Invoice Management (VIM);
- xxviii. SAP Test Acceleration and Optimization (TAO);
- xxix. SAP HP Application Lifecycle Management (ALM);
- xxx. SAP Testing Tools;
- xxxi. SAP Accelerated SAP (ASAP);
- xxxii. SAP Master Data Governance (MDG);
- xxxiii. SAP Business Rules Framework (BRF+);
- xxxiv. SAP Business Workflow;
- xxxv. SAP Public Sector Industry Solution;
- xxxvi. SAP Human Resources (HR); and,
- xxxvii. SAP Human Capital Management (HCM)

7.7 P1 - Change Management Consultant - SAP Change Management Expert (Level 3)	
7.7.1 General responsibilities	Project change management activities.
7.7.2 Tasks	The Change Management Consultant - SAP Change Management Expert (Level 3) may be required, without limitation, to perform any combination of the following tasks during the Blueprinting, Final Preparation, Go-Live Support and/or Run phases. 7.7.2.1. Analyze and develop Change Management strategy;

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	<p>7.7.2.2. Ensures that the change request management process is followed and that only authorized changes are implemented;</p> <p>7.7.2.3. Ensures changes conform to process standards and principles;</p> <p>7.7.2.4. Coordinates the collection and presentation of changes to appropriate governance;</p> <p>7.7.2.5. Receives and validates initial priorities to changes, updates change status, closes changes;</p> <p>7.7.2.6. Return changes that do not meet the defined requirements;</p> <p>7.7.2.7. Refers changes to Service Providers for impact analysis and to help identify areas of possible impact;</p> <p>7.7.2.8. Monitors on-going progress of changes through their lifecycle;</p> <p>7.7.2.9. Tables and circulates all changes, Agendas and other pertinent material for change governance meetings;</p> <p>7.7.2.10. Approves changes on behalf of the solution director;</p> <p>7.7.2.11. Participates in other process initiatives and process reviews;</p> <p>7.7.2.12. Manages the urgent category changes and escalation process;</p> <p>7.7.2.13. Analyzes change records to detect any trends or problems and proposes actions to rectify apparent weak areas in the change request management process and supporting technologies;</p> <p>7.7.2.14. Communicates and tracks the status of changes to Change Requestors and key stakeholders;</p> <p>7.7.2.15. Documents results of production change request management;</p> <p>7.7.2.16. Reviews effectiveness and efficiency of the change request management process and identifies opportunities for process improvement;</p> <p>7.7.2.17. Defines and develops change request management process metrics and reporting requirements</p> <p>7.7.2.18. Ensures change request management process, sub-processes and tools integrate with other processes (e.g. Release & Deployment Management);</p>
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	<p>7.7.2.19. Support the Change Process Owner and Management for documenting the requirements and guidelines of the change request management tool usage; and ensuring the change request management process is working well and ensuring that corrective action is taken when the process falters, and</p> <p>7.7.2.20. Any other Work related to this category.</p>
7.7.3 Deliverables	<p>The resource must provide, at a minimum, the following deliverables in a timely and quality manner. All deliverables are subject to the review and acceptance of the Technical Authority.</p> <p>7.7.3.1. Change Management Strategy and Plan;</p> <p>7.7.3.2. Change Management Process including escalation process</p> <p>7.7.3.3. Change Management governance;</p> <p>7.7.3.4. Risk management strategy report;</p> <p>7.7.3.5. Risk and issues log;</p> <p>7.7.3.6. A detailed Project Plan for Change Management including tasks, resource requirements, work effort, dependencies and associated cost estimates;</p> <p>7.7.3.7. A schedule that establishes milestones and critical path as well as for project monitoring and reporting;</p> <p>7.7.3.8. Presentation and Training material;</p> <p>7.7.3.9. Status reports in electronic format such as Microsoft Word on a monthly basis, one electronic copy of the deliverables as specified in the tasking authorization that will be raised on an “as and when requested” basis to the Technical Authority;</p> <p>7.7.3.10. Status update presentations in electronic format such as Microsoft Word; and,</p> <p>7.7.3.11. Any other project deliverables related to the tasks identified in Section 7.7.2 above will be specified in the Task Authorization.</p>

7.7.4 Technologies / Technical Expertise:

The resource must have the demonstrated experience in the following technologies and technical expertise:

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- a. Large scale SAP Production system (500+ concurrent users);
- b. SAP Solution Manager (SolMan) 7.0 or above
- c. SAP Enterprise Central Component (ECC) 6.0;
- d. SAP CRM 7.0

It is anticipated that the resource may use, without limitation, the following:

- i. Microsoft Office (Word, Excel, PowerPoint, Visio and Project).

7.7.5 Functional Modules / Expertise:

The resource must have the demonstrated experience in the following functional modules and expertise:

- i. SAP Accelerated SAP (ASAP);

It is anticipated that the resource may use any or all, without limitation, any combination of the following:

- ii. SAP Accounts Payable (FI-AP);
- iii. SAP Accounts Receivable (FI-AR);
- iv. SAP Asset Accounting (FI-AA);
- v. SAP General Ledger (FI-GL);
- vi. SAP Special Purpose Leger (FI-SPL);
- vii. SAP Controlling (FI-CO);
- viii. SAP Project Systems (PS);
- ix. SAP Materiel Management (MM);
- x. SAP Plant Maintenance (PM);
- xi. SAP Enterprise Asset Management (EAM);
- xii. SAP Funds Management (FM);
- xiii. SAP Travel Management (TM);
- xiv. SAP Roles & Authorizations (R&A);
- xv. SAP Business Intelligence (BI);
- xvi. SAP Cross Application Time Sheets (CATS);
- xvii. SAP Governance, Risk & Compliance (GRC);

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- xviii. SAP Salary Forecasting Tool (SFT);
- xix. SAP Business Planning & Consolidation (BPC);
- xx. SAP Business Warehouse (BW);
- xxi. SAP Business Objects (BO);
- xxii. SAP Investment Management (IM);
- xxiii. SAP Sales & Distribution (SD);
- xxiv. SAP Tax and Revenue Management (TRM) for the Public Sector
- xxv. SAP CRM 7.0;
- xxvi. SAP Portfolio and Project Management;
- xxvii. SAP Flexible Real Estate Management (RE-FX);
- xxviii. SAP Identity Management (IDM);
- xxix. SAP Vendor Invoice Management (VIM);
- xxx. SAP Test Acceleration and Optimization (TAO);
- xxxi. SAP HP Application Lifecycle Management (ALM);
- xxxii. SAP Testing Tools;
- xxxiii. SAP Master Data Governance (MDG);
- xxxiv. SAP Business Rules Framework (BRF+);
- xxxv. SAP Business Workflow;
- xxxvi. SAP Public Sector Industry Solution;
- xxxvii. SAP Human Resources (HR); and,
- xxxviii. SAP Human Capital Management (HCM)

7.7.6 Certifications:

This Resource may be required, without limitation, to hold any combination of the following certifications:

- ❖ Not applicable.

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7.8 P1 - Change Management Consultant - SAP Organizational Change Management Expert (Level 3)	
7.8.1 General responsibilities	Change impact analysis activities.
7.8.2 Tasks	<p>The Change Management Consultant - SAP Change Management Expert (Level 3) may be required, without limitation, to perform any combination of the following tasks during the Blueprinting, Final Preparation, Go-Live Support and/or Run phases.</p> <ul style="list-style-type: none"> 7.8.2.1. Analyze and develop business critical success factors; 7.8.2.2. Analyze and develop Organizational Change Management strategy; 7.8.2.3. Develop and execute an Organizational Change Management plan; 7.8.2.4. Coordinates the collection and presentation of changes and impacts to appropriate governance; 7.8.2.5. Refers changes to Service Providers for impact analysis and to help identify areas of possible impact; 7.8.2.6. Monitors on-going progress of changes through their lifecycle; 7.8.2.7. Tables and circulates changes and impacts, Agendas and other pertinent material for change governance meetings; 7.8.2.8. Participates in other process initiatives and process reviews; 7.8.2.9. Analyzes organizational change documentation to detect any trends or problems and proposes actions to rectify apparent weak areas in the change management process and supporting technologies; 7.8.2.10. Communicates and tracks the status of changes to Change Requestors and key stakeholders; 7.8.2.11. Documents results of organizational change management; 7.8.2.12. Defines and develops organizational change management process metrics and reporting requirements 7.8.2.13. Ensures organizational change management process, sub-processes and tools integrate with other processes (e.g. Release & Deployment Management); 7.8.2.14. Support the organizational Change Process Owner and Management for documenting the requirements and guidelines of the change management tool usage; and ensuring the change request

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	<p>management process is working well and ensuring that corrective action is taken when the process falters, and</p> <p>7.8.2.15. Any other Work related to this category</p>
7.8.3 Deliverables	<p>The resource must provide, at a minimum, the following deliverables in a timely and quality manner. All deliverables are subject to the review and acceptance of the Technical Authority.</p> <p>7.8.3.1. Communications Strategy and Plan;</p> <p>7.8.3.2. Change Management Strategy and Plan;</p> <p>7.8.3.3. Training Strategy, Approach and Plan;</p> <p>7.8.3.4. A detailed Project Plan for Change Management including tasks, resource requirements, work effort, dependencies and associated cost estimates;</p> <p>7.8.3.5. A schedule that establishes milestones and critical path as well as for project monitoring and reporting;</p> <p>7.8.3.6. Presentation and Training material;</p> <p>7.8.3.7. Status reports in electronic format such as Microsoft Word on a monthly basis, one electronic copy of the deliverables as specified in the tasking authorization that will be raised on an “as and when requested” basis to the Technical Authority;</p> <p>7.8.3.8. Status update presentations in electronic format such as Microsoft Word; and,</p> <p>7.8.3.9. Any other project deliverables related to the tasks identified in Section 7.8.2 above will be specified in the Task Authorization.</p>

7.8.4 Technologies / Technical Expertise:

It is anticipated that the resource may use any or all, without limitation, any combination of the following:

- ii. SAP version ECC 6.0;
- iii. SAP Solution Manager 7.0 or above;
- iv. Microsoft Office (Word, Excel, PowerPoint, Visio and Project).

7.8.5 Functional Modules / Expertise:

It is anticipated that the resource may use any or all, without limitation, any combination of the following:

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- xxxix. SAP Accounts Payable (FI-AP);
 - xl. SAP Accounts Receivable (FI-AR);
 - xli. SAP Asset Accounting (FI-AA);
 - xlii. SAP General Ledger (FI-GL);
 - xliii. SAP Special Purpose Leger (FI-SPL);
 - xliv. SAP Controlling (FI-CO);
 - xlv. SAP Project Systems (PS);
 - xlvi. SAP Materiel Management (MM);
 - xlvii. SAP Plant Maintenance (PM);
 - xlviii. SAP Enterprise Asset Management (EAM);
 - xliv. SAP Funds Management (FM);
 - I. SAP Travel Management (TM);
 - li. SAP Roles & Authorizations (R&A);
 - lii. SAP Business Intelligence (BI);
 - liiii. SAP Cross Application Time Sheets (CATS);
 - liv. SAP Governance, Risk & Compliance (GRC);
 - lv. SAP Salary Forecasting Tool (SFT);
 - lvi. SAP Business Planning & Consolidation (BPC);
 - lvii. SAP Business Warehouse (BW);
 - lviii. SAP Business Objects (BO);
 - lix. SAP Investment Management (IM);
 - lx. SAP Sales & Distribution (SD);
 - lxi. SAP Tax and Revenue Management(TRM) for the Public Sector
 - lxii. SAP CRM 7.0;
 - lxiii. SAP Portfolio and Project Management;

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- lxiv. SAP Flexible Real Estate Management (RE-FX);
- lxv. SAP Identity Management (IDM);
- lxvi. SAP Vendor Invoice Management (VIM);
- lxvii. SAP Test Acceleration and Optimization (TAO);
- lxviii. SAP HP Application Lifecycle Management (ALM);
- lxix. SAP Testing Tools;
- lxx. SAP Accelerated SAP (ASAP);
- lxxi. SAP Master Data Governance (MDG);
- lxxii. SAP Business Rules Framework (BRF+);
- lxxiii. SAP Business Workflow;
- lxxiv. SAP Public Sector Industry Solution;
- lxxv. SAP Human Resources (HR); and,
- lxxvi. SAP Human Capital Management (HCM)

7.9 P9 - Project Manager – SAP Project Manager (Level 3)	
7.9.1 General responsibilities	Manage the project during the development, implementation and operations start up 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.
7.9.2 Tasks	<p>The Project Manager – SAP Project Manager (Level 3) may be required to perform any combination of the following tasks during Blueprinting, Realization, Final Preparation, Go-Live Support and/or Run phases</p> <ul style="list-style-type: none"> 7.9.2.1. Manage functional and/or technical requirements planning activities; 7.9.2.2. Implement reporting strategy and dashboard for functional and/or technical ERP deliverables; 7.9.2.3. Participate in the development of Service Management requirements and practices required for the Project and In-Service Organization; 7.9.2.4. Interact with other business and project teams to document and manage project schedule dependencies;

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	<p>7.9.2.5. Prepare terms of reference and agenda for project level working groups;</p> <p>7.9.2.6. Develop functional and/or technical risk management plan;</p> <p>7.9.2.7. Develop and maintain functional and/or technical ERP plans, tools, procedures and systems;</p> <p>7.9.2.8. Manage, coordinate and enforce the use of tools, procedures and systems within the functional and technical teams;</p> <p>7.9.2.9. Prepare, refine, review written documentation, reports, dashboards and make oral presentations;</p> <p>7.9.2.10. Prepare or assist in project budget, costing and scheduling estimates as well as project implementation approaches, issue/quality management processes and organizational requirements;</p> <p>7.9.2.11. Identify and monitor risk throughout a project and prepare preventive, mitigating and contingency plans;</p> <p>7.9.2.12. Prepare, refine and review Work Breakdown Structures (WBS), Schedules, Resource Allocation Matrices (RAM), quality assurance or other necessary standards, Organizational Breakdown Structures (OBS) and other project control documents;</p> <p>7.9.2.13. Collect, review, analyze, track and report on project performance data and advise on the time, cost, scope, quality, business requirements or other performance parameters;</p> <p>7.9.2.14. Prepare, refine, review performance reports and facilitate integration with other tools/reports as necessary;</p> <p>7.9.2.15. Plan functional and/or technical deliverables based on ASAP methodology with participation of team leads;</p> <p>7.9.2.16. Create proposals (impact assessment, cost benefit analysis, feasibility assessments, risk analysis) for the development of new and enhanced business solutions for internal and external clients in response to changing client programs and business requirements and considering advances in ERP technology;</p> <p>7.9.2.17. Develop weekly status report for Functional and/or Technical Director, management and steering committee meetings;</p>
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	<p>7.9.2.18. Provide timely and complete knowledge transfer to ESDC’s project team staff through individual and group training, shadowing, demonstrations and written instructions;</p> <p>7.9.2.19. Assist in developing and presenting various project status updates as well as project deliverables, and</p> <p>7.9.2.20. Any other Work related to this category.</p>
7.9.3 Deliverables	<p>The resource must provide, at a minimum, the following deliverables in a timely and quality manner. All deliverables are subject to the review and acceptance of the Technical Authority.</p> <p>7.9.3.1. Tracking report on functional and/or technical project plan and schedule;</p> <p>7.9.3.2. Document on Certification and Accreditation approach and deliverables;</p> <p>7.9.3.3. Plan and tracking report on functional and/or technical critical path based on Project baseline schedule;</p> <p>7.9.3.4. Phase and/or Project Close out report;</p> <p>7.9.3.5. Document on ESDC transport process and approval;</p> <p>7.9.3.6. ERP Release Management Strategy;</p> <p>7.9.3.7. Document detailing the Custom Development Approach and related functional and technical design templates;</p> <p>7.9.3.8. Solution Manager Implementation plan and schedule with technical and business requirements;</p> <p>7.9.3.9. Production cutover plan;</p> <p>7.9.3.10. Status reports in electronic format such as Microsoft Word on a monthly basis, one electronic copy of the deliverables as specified in the tasking authorization that will be raised on an “as and when requested” basis to the Technical Authority;</p> <p>7.9.3.11. Status update presentations in electronic format such as Microsoft Word; and,</p> <p>7.9.3.12. Any other project deliverables related to the tasks identified in Section 7.9.2 above will be specified in the Task Authorization..</p>

7.9.4 Technologies / Technical Expertise:

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The resource must have the demonstrated experience in the following technologies and technical expertise:

- a. Large scale SAP Production system (500+ concurrent users);
- b. SAP Enterprise Central Component (ECC) 6.0;
- c. SAP Accelerated SAP (ASAP) version 7.0 and above;
- d. SAP Solution Manager 7.0 or above (SolMan)

It is anticipated that the resource may use any or all, without limitation, any combination of the following:

- i. SAP CRM 7.0
- ii. SAP Business Intelligence (BI);
- iii. SAP Enterprise Portal;
- iv. SAP NetWeaver (NW);
- v. SAP Governance Risk Compliance (GRC);
- vi. SAP Process Orchestration (PO);
- vii. SAP Service Oriented Architecture (SOA);
- viii. OpenText Invoice Capture Center (ICC);
- ix. HP Application Lifecycle Management (ALM); and
- x. Departmental Service Bus (DSB).

7.9.5 Functional Modules / Expertise:

It is anticipated that the resource may use any or all, without limitation, any combination of the following:

- i. SAP Accounts Payable (FI-AP);
- ii. SAP Accounts Receivable (FI-AR);
- iii. SAP Asset Accounting (FI-AA);
- iv. SAP General Ledger (FI-GL);
- v. SAP Special Purpose Leger (FI-SPL);
- vi. SAP Controlling (FI-CO);
- vii. SAP Project Systems (PS);

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- viii. SAP Materiel Management (MM);
- ix. SAP Plant Maintenance (PM);
- x. SAP Enterprise Asset Management (EAM);
- xi. SAP Funds Management (FM);
- xii. SAP Travel Management (TM);
- xiii. SAP Roles & Authorizations (R&A);
- xiv. SAP Business Intelligence (BI);
- xv. SAP Cross Application Time Sheets (CATS);
- xvi. SAP Governance, Risk & Compliance (GRC);
- xvii. SAP Salary Forecasting Tool (SFT);
- xviii. SAP Business Planning & Consolidation (BPC);
- xix. SAP Business Warehouse (BW);
- xx. SAP Business Objects (BO);
- xxi. SAP Investment Management (IM);
- xxii. SAP Sales & Distribution (SD);
- xxiii. SAP Tax and Revenue Management (TRM) for the Public Sector
- xxiv. SAP CRM 7.0;
- xxv. SAP Portfolio and Project Management;
- xxvi. SAP Flexible Real Estate Management (RE-FX);
- xxvii. SAP Identity Management (IDM);
- xxviii. SAP Vendor Invoice Management (VIM);
- xxix. SAP Test Acceleration and Optimization (TAO);
- xxx. SAP HP Application Lifecycle Management (ALM);
- xxxi. SAP Testing Tools;
- xxxii. SAP Master Data Governance (MDG);

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- xxxiii. SAP Business Rules Framework (BRF+);
- xxxiv. SAP Business Workflow;
- xxxv. SAP Public Sector Industry Solution;
- xxxvi. SAP Human Resources (HR); and,
- xxxvii. SAP Human Capital Management (HCM)

7.9.6 Certifications:

This Resource may be required, without limitation, to hold any combination of the following certifications:

- ❖ Certification in any of the SAP functional modules listed in section 7.9.5;
- ❖ PMI Project Management Professional (PMP) certification;
- ❖ Agile Project Management Certification;
- ❖ PRINCE2 Accreditation (Foundation or Practitioner); and,
- ❖ ITIL Certification.

7.10 P5 - Project Executive	
7.10.1 General responsibilities	Responsible for the successful completion of all deliverables per resource category.
7.10.2 Tasks	<p>The Contractor is responsible for overseeing the quality of Work delivered by its Professional Services (PS) resources as well as managing its PS resources to ensure the Work is completed within the budget and schedule set-out in the Contract and applicable Task Authorizations.</p> <p>The Project Executive may be required to perform any combination of the following tasks during Blueprinting, Realization, Final Preparation, Go-Live Support and/or Run phases.</p> <p>7.10.2.1. A senior executive resource with overall responsibility, on behalf of the Contractor, for all obligations under this Contract that is the escalation point for issues that cannot be resolved at an operational level.</p> <p>7.10.2.2. The designated senior executive is the point of contact for the ESDC Executive Sponsor.</p>

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	<p>7.10.2.3. This role is to be fulfilled at no direct cost to Canada and the designated individual must be clearly specified in the Contractor Governance Model.</p> <p>7.10.2.4. Manage several Project Managers, each responsible for an element of the project and its associated project team.</p> <p>7.10.2.5. Define and document project objectives, determine budget requirements.</p> <p>7.10.2.6. Meet with other organizational executives to ensure all organizational (internal and external) stakeholders are committed and moving forward on project and organizational goals.</p> <p>7.10.2.7. Resolve issues related to the project</p> <p>7.10.2.8. Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems; work with a variety of project management tools.</p> <p>7.10.2.9. Create presentations and deliver to various stakeholders and facilitate meetings and discussions;</p> <p>7.10.2.10. Project sign-off,</p> <p>7.10.2.11. Any other Work related to this category.</p>
7.10.3 Deliverables	<p>The resource must provide, at a minimum, the following deliverables in a timely and quality manner. All deliverables are subject to the review and acceptance of the Technical Authority.</p> <p>7.10.3.1 Proposes TA resources according to agreed timelines;</p> <p>7.10.3.2 Any other project deliverables related to the tasks identified in Section 7.10.2 above will be specified in the Task Authorization.</p>

7.10.4 Technologies/Technical Expertise:

It is anticipated that the resource may use any or all without limitation, any combination of the following:

- i. Large scale SAP Production system (500+ concurrent users);
- ii. SAP Enterprise Central Component (ECC) 6.0;

7.10.5 Functional Modules / Expertise:

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The resource must have the demonstrated experience in the following functional modules and expertise:

- a. SAP Accelerated SAP (ASAP) version 7.0 and above;

7.11 A10 – Test Coordinator – SAP Project manager, Level 3	
7.11.1 General responsibilities	Plan, organize and schedule testing efforts.
7.11.2 Tasks	<p>The Project Manager – SAP Test Coordinator (Level 3) may be required to perform any combination of the following tasks during Blueprinting, Realization, Final Preparation, Go-Live Support and/or Run phases</p> <ul style="list-style-type: none"> 7.11.2.1. Coordinate the testing effort of the Project and stabilization effort; 7.11.2.2. Manage and maintain the master data required for seeding of testing; 7.11.2.3. Manage, track and report on all cycles and all types of testing; 7.11.2.4. Landing testing, unit testing, integration testing, regression testing, performance testing, etc. 7.11.2.5. Unit and development cycles, integration cycles, regression cycle and UAT cycles, etc. 7.11.2.6. Providing guidance and advice on SAP best practices as they relate to the SAP environments for testing; 7.11.2.7. Development and maintenance landscapes; 7.11.2.8. Data seeding; 7.11.2.9. Test data preparation; 7.11.2.10. Documentation and scripting; 7.11.2.11. Manage, prepare and maintain test environments in HP Quality Center; 7.11.2.12. Test requirements; 7.11.2.13. Test sets; 7.11.2.14. Test plans; 7.11.2.15. Create progress reports; 7.11.2.16. Manage, update, track and report on defects; 7.11.2.17. Write, prepare, seed and execute test scripts; 7.11.2.18. Interact with other business and project teams to document and manage project schedule dependencies; 7.11.2.19. Prepare terms of reference and agenda for project level working groups;

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	<p>7.11.2.20. Manage, coordinate and enforce the use of tools, procedures and systems within the functional and technical teams;</p> <p>7.11.2.21. Prepare, refine, review written documentation, reports, dashboards and make oral presentations;</p> <p>7.11.2.22. Prepare or assist in project budget, costing and scheduling estimates as well as project implementation approaches, issue/quality management processes and organizational requirements;</p> <p>7.11.2.23. Prepare, refine, review performance reports and facilitate integration with other tools/reports as necessary;</p> <p>7.11.2.24. Plan functional and/or technical deliverables based on ASAP methodology with participation of team leads;</p> <p>7.11.2.25. Develop weekly status report for Functional and/or Technical Director, management and steering committee meetings;</p> <p>7.11.2.26. Provide timely and complete knowledge transfer to ESDC’s project team staff through individual and group training, shadowing, demonstrations and written instructions;</p> <p>7.11.2.27. Assist in developing and presenting various project status updates as well as project deliverables., and</p> <p>7.11.2.28. Any other Work related to this category.</p>
7.11.3 Deliverables	<p>The resource must provide, at a minimum, the following deliverables in a timely and quality manner. All deliverables are subject to the review and acceptance of the Technical Authority.</p> <p>7.11.3.1. Conception and maintenance of project and release test plan and schedule;</p> <p>7.11.3.2. Maintenance of project test strategy;</p> <p>7.11.3.3. Test Phase and/or Project Close out report;</p> <p>7.11.3.4. Status reports in electronic format such as Microsoft Word on a monthly basis, one electronic copy of the deliverables as specified in the tasking authorization that will be raised on an “as and when requested” basis to the Technical Authority;</p> <p>7.11.3.5. Status update presentations in electronic format such as Microsoft Word; and,</p>

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	7.11.3.6. Any other project deliverables related to the tasks identified in Section 7.11.2 above will be specified in the Task Authorization.
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7.11.4 Technologies / Technical Expertise:

The resource must have the demonstrated experience in the following technologies and technical expertise:

- a. Large scale SAP Production system (500+ concurrent users);
- b. SAP Enterprise Central Component (ECC) 6.0;
- c. HP Application Lifecycle Management (ALM); and
- d. SAP Accelerated SAP (ASAP) version 7.0 and above;

It is anticipated that the resource may use any or all, without limitation, any combination of the following:

- i. SAP Solution Manager 7.0 or above(SolMan)
- ii. SAP CRM 7.0
- iii. SAP Business Intelligence (BI);
- iv. SAP Enterprise Portal;
- v. SAP NetWeaver (NW);
- vi. SAP Governance Risk Compliance (GRC);
- vii. SAP Process Orchestration (PO);
- viii. SAP Service Oriented Architecture (SOA);
- ix. OpenText Invoice Capture Center (ICC);
- x. Departmental Service Bus (DSB).

7.11.5 Functional Modules / Expertise:

It is anticipated that the resource may use any or all, without limitation, any combination of the following:

- i. SAP Testing Tools;
- ii. SAP Accounts Payable (FI-AP);
- iii. SAP Accounts Receivable (FI-AR);

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- iv. SAP Asset Accounting (FI-AA);
- v. SAP General Ledger (FI-GL);
- vi. SAP Special Purpose Leger (FI-SPL);
- vii. SAP Controlling (FI-CO);
- viii. SAP Project Systems (PS);
- ix. SAP Materiel Management (MM);
- x. SAP Plant Maintenance (PM);
- xi. SAP Enterprise Asset Management (EAM);
- xii. SAP Funds Management (FM);
- xiii. SAP Travel Management (TM);
- xiv. SAP Roles & Authorizations (R&A);
- xv. SAP Business Intelligence (BI);
- xvi. SAP Cross Application Time Sheets (CATS);
- xvii. SAP Governance, Risk & Compliance (GRC);
- xviii. SAP Salary Forecasting Tool (SFT);
- xix. SAP Business Planning & Consolidation (BPC);
- xx. SAP Business Warehouse (BW);
- xxi. SAP Business Objects (BO);
- xxii. SAP Investment Management (IM);
- xxiii. SAP Sales & Distribution (SD);
- xxiv. SAP Tax and Revenue Management(TRM) for the Public Sector
- xxv. SAP CRM 7.0;
- xxvi. SAP Portfolio and Project Management;
- xxvii. SAP Flexible Real Estate Management (RE-FX);
- xxviii. SAP Identity Management (IDM);

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- xxix. SAP Vendor Invoice Management (VIM);
- xxx. SAP Test Acceleration and Optimization (TAO);
- xxxi. SAP Master Data Governance (MDG);
- xxxii. SAP Business Rules Framework (BRF+);
- xxxiii. SAP Business Workflow;
- xxxiv. SAP Public Sector Industry Solution;
- xxxv. SAP Human Resources (HR); and,
- xxxvi. SAP Human Capital Management (HCM)

7.12 C3 – IT Security TRA and C&A Analyst - Level 3	
7.12.1 General responsibilities	Gather, analyze, recommend and write the Privacy Impact Assessment for the project.
7.12.2 Tasks	<p>The Privacy Information Officer (Level 3) may be required to perform any combination of the following tasks during Blueprinting, Realization, Final Preparation, Go-Live Support and/or Run phases</p> <ul style="list-style-type: none"> 7.12.2.1. Coordinate the gathering of information relative to the assessment of privacy, sensitivity and other type of information; 7.12.2.2. Analyze gathered information, including the review of current templates, initial documentation and other relevant information; 7.12.2.3. Document workflows 7.12.2.4. Meet and conduct meetings with internal and external stakeholders; 7.12.2.5. Write or amend Preliminary Privacy Impact Assessment documentation, including the identification of risk and mitigation strategies; 7.12.2.6. Write or amend Privacy Impact Assessment documentation, including the identification of risk and mitigation strategies; 7.12.2.7. Providing guidance and advice on SAP best practices as they relate to the SAP environments for management of private and/or sensitive information; 7.12.2.8. Interact with other business and project teams to document and manage project schedule dependencies;

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	<p>7.12.2.9. Develop weekly status report for Functional and/or Technical Director, management and steering committee meetings;</p> <p>7.12.2.10. Provide timely and complete knowledge transfer to ESDC’s project team staff through individual and group training, shadowing, demonstrations and written instructions;</p> <p>7.12.2.11. Assist in developing and presenting various project status updates as well as project deliverables., and</p> <p>7.12.2.12. Any other Work related to this category.</p>
7.12.3	<p>The resource must provide, at a minimum, the following deliverables in a timely and quality manner. All deliverables are subject to the review and acceptance of the Technical Authority.</p> <p>7.12.3.1. Preliminary Privacy Impact Assessment document;</p> <p>7.12.3.2. Privacy Impact Assessment document;</p> <p>7.12.3.3. Risk and mitigation strategy document;</p> <p>7.12.3.4. Threat Risk Assessment Report;</p> <p>7.12.3.5. Compliance and Accreditation report;</p> <p>7.12.3.6. Status reports in electronic format such as Microsoft Word on a monthly basis, one electronic copy of the deliverables as specified in the tasking authorization that will be raised on an “as and when requested” basis to the Technical Authority;</p> <p>7.12.3.7. Status update presentations in electronic format such as Microsoft Word; and,</p> <p>7.12.3.8. Any other project deliverables related to the tasks identified in Section 7.12.2 above will be specified in the Task Authorization.</p>

7.12.4 Technologies / Technical Expertise:

The resource must have the demonstrated experience in the following technologies and technical expertise:

- a. Large scale SAP Production system (500+ concurrent users);
- b. SAP Enterprise Central Component (ECC) 6.0;

It is anticipated that the resource may use any or all without limitation, any combination of the following:

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- i. SAP Solution Manager 7.0 or above (SolMan)
- ii. SAP CRM 7.0
- iii. SAP Governance Risk Compliance (GRC);
- iv. SAP Public Sector Industry Solution;

8.0 LOCATION FOR PROVISION OF SERVICES

The majority of the Work is expected to be conducted onsite at a Government of Canada location in the National Capital Region (NCR) as follows:

- a) ESDC will provide a development environment;
- b) ESDC will provide office accommodation space and facilities for the duration of the Contract. ESDC accommodations will include:
 - a. Workspaces comprised of work surfaces, storage pedestal and chair, sized according to Government of Canada Fit-up Standards;
 - b. Individual computer workstations (ESDC standard);
 - c. Access to general file storage;
 - d. Access to networked fax, scanner, printer and plotter; and
 - e. ESDC approved software, including standardized Project Tools, installed on each Workstation.
- c) In the event that there is a requirement for the Contractor to conduct application development work at the Contractor’s location, ESDC may provide equipment and virtual private network (VPN) remote access as required by off-site Contractor resources;
- d) Contractor owned computers cannot be connected to the ESDC network (either directly or VPN); and
- e) The Contractor must attend, at no additional cost to Canada, meetings on-site at ESDC in the NCR as required by the Technical Authority to plan and report on progress of the work under the contract. In addition, the Contractor’s resources may be required to commute to ESDC locations and between multiple ESDC locations in the NCR and to and from the Contractor’s location in the course of their work, at no additional cost to Canada.

9.0 CLIENT SUPPORT

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At the outset of the Contract, the Technical Authority will provide relevant background information and access to data. Every attempt will be made throughout the course of the Contract to provide additional information requested by the Contractor, if deemed relevant to the project. In addition, the Technical Authority will be available to respond to inquiries from the Contractor. The Contractor will be provided with the necessary documents from relevant working groups/committees as deemed relevant by the Technical Authority. ESDC internal Resources and Subject Matter Experts will be available as the Technical Authority deems required.

10.0 FORMAT OF DELIVERABLES

The Contractor must utilize tools and methodologies, approved by ESDC, which will enable ESDC to assume responsibility for the ongoing operation of the resulting systems (see article 5.2 below).

The Contractor must use and/or store any related documents in the designated system or drive as directed by the Project Authority. Reports must be cross referenced with appropriate supporting materials.

All deliverables will involve a series of drafts (typically, an initial Table of Contents, a 70% complete (draft for review) and a final version subject to Project Authority Approval.

All deliverables must be submitted to the Technical Authority in English using Microsoft Office software (MS Word, Excel and PowerPoint version 2010 or older) and must be provided to ESDC electronically. All documents must be classified, as per the Information Classification Guide and handling must conform to all Departmental and GoC expectations related to the appropriate classification.

All supporting documentation and working papers must be turned over to ESDC on request or at the end of the contract as directed by the Project Authority.

11.0 CLOSE OUT

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Upon the completion of Work, the Contractor must perform all activities necessary to close out the project. This includes updating and transferring all documentation to the Technical Authority, performing formal Contract closure by ensuring that all deliverables were handed off per specification and to the satisfaction of the Technical Authority. Appropriate documentation must be written by the Contractor to ensure effective knowledge transfer and must be subject to a review by the Technical Authority.

12.0 OFFICIAL LANGUAGES

The Contractor must be capable of providing at least two (2) resources from their proposed project team, one capable of delivering executive briefings and another at the working level, with the ability to communicate verbally in both Official Languages.

ESDC will be responsible for obtaining all required translation of deliverables, as required.

13.0 WORK LOCATION

The Contractor is expected to work on site in the NCR, and will be required to attend meetings, presentation, workshops, consult and review documentation with the Technical Authority and Departmental staff as required. The Technical Authority will work with the Contractor to arrange suitable facilities when required.

14.0 TRAVEL

All travel and expenses, if required, must be pre-approved by the Technical Authority and will be processed in accordance with Treasury Board policy.

15.0 REPORTING

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The Contractor must provide written status reports are required on a bi-weekly basis detailing:

- Status of the all activities/tasks and deliverables in progress;
- Any outstanding risks or issues;
- Planned activities/ tasks; and
- Specific milestones for the next reporting period

16.0 CONSTRAINTS

16.1 Contractor Governance

The Contractor must utilize a formally documented Governance Model to manage its Work. The Contractor Governance Model must work in conjunction with, and be complementary to, the ESDC Project Governance Structure. Contractor resources are expected to have a high level of face-to-face interaction with ESDC project staff and stakeholders in the NCR.

16.1.1 The primary resources of the Contractor’s Governance Model will include:

- a) **Project Executive** - A Project Executive acting as the Contractor’s senior management resource with responsibility at an operational level, on behalf of the Contractor, for the day to day business relationship between Canada and the Contractor. The Contractor Representative is expected to have a high level of face-to-face interaction with ESDC staff in the NCR. The Contractor Representative is the point of contact for the ESDC Project Director. This role is to be fulfilled at no direct cost to Canada and the designated individual must be clearly specified in the Contractor Governance Model.
- b) **Project Manager** - A senior project management resource with responsibility, on behalf of the Contractor, for the execution of activities in accordance with the Contract and approved TAs. The designated Project Manager is the point of contact for the ESDC Project Director, and as such must support ESDC Project Reporting requirements and other project management meetings as requested.

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- 16.1.2 ARM is a complex, multi-year project involving numerous stakeholders within and outside the Department. The extent of competing priorities and potential changes in legislation may impact availability of subject matter experts.
- 16.1.3 The project will be managed through an enhanced Stage-gate process referred to as the Project Portfolio Management Process (PPMP) in the Department. Funding availability is contingent to the approval of each gate.
- 16.1.4 The solution will be hosted on Shared Services Canada managed infrastructure.
- 16.1.5 The solution will be developed in collaboration with ESDC’s myEMS SAP In-Service Support Organization and existing processes will be leveraged to the extent possible.
- 16.1.6 The solution must comply with all GC policy requirements related to security including appropriate controls over accessing information.
- 16.1.7 The solution must be developed in collaboration with the Canada Revenue Agency (CRA) as they are ESDC’s service provider for collection activities.
- 16.1.8 The solution must be developed using ASAP methodology.

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Appendix A to Annex A

TECHNICAL CRITERIA – CORPORATE EVALUTION

MANDATORY REQUIREMENTS

The mandatory requirements listed will be evaluated on a pass/fail (i.e. compliant / non-compliant) basis. Proposals that fail to meet the mandatory requirements will be discarded at this stage without further consideration.

Proposals must demonstrate compliance with all of the following specifications and requirements and must provide the necessary documentation to support compliance in order to be considered.

BASIS OF SELECTION:

To be considered responsive, a bid must:

- meet all the mandatory requirement of this solicitation; and,
- obtain the required minimum score in each of the rated requirements.

Highest combined rating of technical merit and price

The compliant bidder with the highest combined rating technical merit (70%) and price (30%) shall be selected as the preferred supplier to implement the Project.

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Point Rated Criteria	Maximum Point Value	WEIGHTED
R1. Organizational Strength		20%
R1.1	10	
R1.2	10	
R1.3	10	
R1.4	10	
R1.5	30	
R1.6	20	
R1.7	10	
R1 - Bidder’s Total Score	/100	
R1. WEIGHTED SCORE	<u>Bidder’s Total Score</u> 100	x 20 /20
R2. Relevant Domain and Industry Experience		50%
R2.1	30	
R2.2	60	
R2.3	10	
R2 - Bidder’s Total Score	/100	
R2. WEIGHTED SCORE	<u>Bidder’s Total Score</u> 100	x 50 /40
R3. Resource Strength		30%
R3.1		
R3.2		

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R3 - Bidder’s Total Score	/100
R3. WEIGHTED Bidder’s Total Score x 40 SCORE 100	/40
BIDDER’S GRAND TOTAL SCORE R1. Weighted Score + R2. Weighted Score + R3. Weighted Score	/100

Proposals not meeting the requirements will not be evaluated further and will be deemed non-responsive.

Example of Best Value Determination			
	Bidder 1	Bidder 2	Bidder 3
Technical Points	88	82	76
Price Quoted	\$120,000	\$110,000	\$100,000
CALCULATION			
	Technical Points	Rated Price Points	Total Points

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Bidder 1	$\frac{88}{*88} \times 70 = 70.00$	$\frac{**100}{120} \times 30 = 25.00$	95.00
Bidder 2	$\frac{82}{*88} \times 70 = 65.23$	$\frac{**100}{110} \times 30 = 27.27$	92.50
Bidder 3	$\frac{76}{*88} \times 70 = 60.45$	$\frac{**100}{100} \times 30 = 30.00$	90.45
<p>* Represents the highest technical score (including Bonus Points)</p> <p>** Represents the lowest priced proposal</p>			

Assumption: Three valid bids have been received. The maximum total score that can be obtained is 100 points. The highest technical score and lowest price proposal received full rated percentage and other proposals are pro-rated accordingly.

The winner is the bidder scoring the highest total points established by adding the technical and rated price points. Based on the above calculation, a contract would be awarded to Bidder 1, which offers the highest technical score taking into consideration the price.

1.0 TECHNICAL CRITERIA

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It is mandatory that the Bidder include a grid in their bid, cross-referencing statements of compliance with the supporting data in their bid. Note: the compliance grid, by and of itself does not constitute demonstrated evidence.

- a) Resumes should state the current level of personnel security held by the proposed resource and their corresponding Canadian Industrial Security Directorate (CISD) file number.
- b) The Bidder is advised that only listing experience without providing any supporting data to describe where and how such experience was obtained will not constitute “demonstrated” for the purpose of the evaluation.

Experience must be demonstrated by reference project summaries. Each reference project summary should include the following:

- Name of the client organization;
- Project start and end dates (month/year to month/year). In the case where the timelines of two or more projects overlap, the duration of time common to each project will not be counted more than once;
- Description of the roles and responsibilities of the Bidder or the Bidder’s Proposed Resource in the project;
- Dollar value of the project; and
- Name and current contact information (phone number and e-mail) of client reference. Canada reserves the right to request and contact client references to validate information in the proposal.

1.1 Mandatory Criteria

The bid must meet the mandatory technical criteria specified below. Bids which fail to meet the mandatory technical criteria will be declared non-responsive. Each mandatory technical criterion should be addressed separately.

Item Number	Mandatory Requirement	Met/Not Met	Supporting Detail or Cross Reference to Bidder’s Proposal
	Projects Reference submitted in MT1, and MT2 must be distinct from each other. At least one (1) reference project in MT1 must be in the Canadian Public Sector (Federal, Provincial / State or Municipal).		

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MT1	<p>Corporate Experience - Two (2) Projects</p> <p>The Bidder must demonstrate experience leading and successfully implementing recent, large-scale end-to-end (i.e., planning, design, build, test, deploy), SAP ERP implementations in the Canadian Public Sector. The submitted reference project must meet the minimum eligibility criteria listed below:</p> <ul style="list-style-type: none"> • The reference projects must have been completed within the last five (5) years prior to bid closing; • The reference projects must have been over \$20M CAD; and • The reference project must have been a minimum of 12 months (12) months in duration. 		
MT2	<p>Corporate Experience - One (1) Project</p> <p>The Bidder must demonstrate experience in leading and successfully implementing a large-scale end-to-end (i.e., planning, design, build, test, deploy) SAP Tax and Revenue Management (TRM) solution for the Public Sector. The submitted reference project must meet the minimum eligibility criteria listed below:</p> <ul style="list-style-type: none"> • The reference project must have been completed within the last five (5) years prior to bid closing; and • The reference project must have been a minimum of twelve (12) months in duration 		

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1.2 Point Rated Technical Criteria

Bids which meet all the mandatory technical criteria will be evaluated and scored as specified in the tables inserted below.

Bids which fail to obtain the Minimum required score for the Total of all the Point Rated technical criteria will be declared non-responsive. Each point rated technical criterion must be addressed separately.

Responses should identify any assumptions and/or constraints and linkages should be made between other parts of the Bidder’s proposal, as appropriate.

#	Rated Requirements	Requirements Description	Weighting / Points	Point Scale:	Bidder’s Response
R1	Organizational Strength		20 %		
R1.1	Organizational Strength and Expertise in SAP	The bidder should provide the size of their Global SAP practice, in resources (i.e., employees).	10 points	10 = More than 4,000 resources 8 = More than 2,000 resources 6 = More than 1,000 resources 4 = More than 500 resources 2 = More than 250 resources	
R1.2		The bidder should provide the size of their SAP practice (Revenue in Canadian dollars) within North America.	10 points	10 = More than 1B 8 = More than 750M 6 = More than 500M 4 = More than 250M 2 = More than	

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			100M	
R1.3	The bidder should provide the number of SAP resources (i.e., employees) they have in Canada.	10 points	10 = More than 500 resources 8 = More than 250 resources 6 = More than 100 resources 4 = More than 50 resources 2 = More than 25 resources	
R1.4	The bidder should provide the number of SAP resources (i.e., employees) within North America.	10 points	10 = More than 500 resources 8 = More than 250 resources 6 = More than 100 resources 4 = More than 50 resources 2 = More than 25 resources	
R1.5	The bidder should provide the number of resources (i.e., employees) that have SAP TRM experience and have recently implemented an SAP TRM solution.	30 points	30 = More than 50 resources 24 = More than 25 resources 18 = More than 10 resources 12 = More than 5 resources 6 = Less than (equal to) 5 resources	

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R1. 6		The bidder should provide the list of large scale (i.e., over \$20M CAD) end-to-end SAP implementations (i.e., planning, design, build, test, deploy), broken down over the last 10 years, including client names (i.e., company or organization name), that are completed or in-progress in North America.	20 points	20 = More than 50 implementations 16 = More than 40 implementations 12 = More than 30 implementations 8 = More than 20 implementations 4 = More than 10 implementations	
R1. 7	Partnerships or Alliances	The bidder should provide the list of organizations for which they currently hold partnerships with that have SAP and TRM related experience. For the purpose of this evaluation, a partnership is considered to be an arrangement where parties agree to cooperate to advance their mutual interests by sharing expertise and resources.	10 points	10 = Global Partner in Services and Outsourcing Operations 6 = Global Services Partner 2 = Local Partner or partnership in areas other than services	

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Total Points 100 points				
R2	Relevant Domain and Industry Experience 50%			
R2.1	SAP ERP Implementation Experience Details	<p>The bidder should demonstrate their experience in delivering 3 recent (i.e. past 10 years), large-scale (i.e., over \$20M CAD), end-to-end (i.e., planning, design, build, test, deploy), SAP ERP implementations in North America while addressing the following details:</p> <p>Client Name, Client Contact Name and Details (Telephone Number and Email), Duration of Project (including start and end dates), Description of Business Challenge, Description of the Project (including technology solutions), Project Budget by Phase (originally scoped and actual price incurred), Description of Key Accomplishments, Description of Key Issues and Challenges and how they were addressed, Description of experienced gained from the project.</p>	30 points	<p>30 = Has provided required number (3) of client references and all necessary details required were clearly provided, and all of the references were over \$20M in value</p> <p>18 = Has provided required number (3) of client references and all necessary details required were clearly provided, and at least one reference was over \$20M in value</p> <p>6 = Has provided required number (3) client</p>

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				references but did not provide all the necessary details requested or details were not clearly defined	
R2. 2	SAP TRM Implementation Experience Details	<p>The bidder should demonstrate all of their experience in leading and successfully implementing end-to-end(i.e., planning, design, build, test, deploy) SAP TRM implementations while addressing the following:</p> <p>Client Name, Client Contact Name and Details (Telephone Number and Email), Duration of Project (including start and end dates), Description of Business Challenge, Description of the Project (including technology solutions), Project Budget by Phase (originally scoped and actual price incurred), Description of Key Accomplishments, Description of Key Issues</p>	60 points	<p>60 = Has provided two or more client references, with at least two being SAP TRM implementations</p> <p>30 = Has provided one client references, with one being an SAP TRM implementation</p>	

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		and Challenges and how they were addressed, Description of experienced gained from the project.			
R2. 3	Public Sector Experience Details	<p>The bidder should demonstrate their experience in delivering 3 large scale (i.e., over \$20M CAD), end-to-end (i.e., planning, design, build, test, deploy), SAP solutions implementations within the Public Sector industry in North America while addressing the following:</p> <p>Client Name, Client Contact Name and Details (Telephone Number and Email), Duration of Project (including start and end dates), Description of Business Challenge, Description of the Project (including technology solutions), Project Budget by Phase (originally scoped and actual price incurred), Description of Key Accomplishments,</p>	10 points	<p>10 = Has provided required number (3) client references in public sector within North America and all are SAP solutions over \$20M, and at least one of the references was over \$30M in value</p> <p>8 = Has provided required number (3) client references in public sector within North America and all are SAP solutions over</p>	

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	Description of Key Issues and Challenges and how they were addressed, Description of experience gained from the project.	\$20M	
		6 = Has provided required number (3) client references in public sector within North America and two are SAP solutions	
		4 = Has provided required number (3) client references in public sector within North America and one is an SAP solution	
		2 = Has provided three or less client reference in public sector within North America and none are SAP solutions	

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Total Points	100 points	
R3 Resource Strength	30 %	
PER RESOURCE CATEGORY		

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Ressources:

ATTACHMENT (SAP Interface and Legacy Systems) Number 1

EVALUATION CRITERIA FOR THE PROPOSED RESOURCE(S) - MANDATORY AND RATED REQUIREMENTS

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1. A.2 ERP Functional Analyst – SAP Functional Analyst (Level 3) Interface and Legacy systems

(a) Mandatory Requirements

Mandatory (M) Requirements for A.2 SAP Interface and Legacy Systems (Level 3):

M #	Mandatory Requirements	Compliant / Non-Compliant	Substantiating Detail Page No/ Paragraph number
M-1	The bidder must demonstrate that the proposed resource has a minimum of ten (10) years of experience as an SAP Functional Analyst within the last 15 years from the time of bid closing.		
M-2	The bidder’s proposed resource must demonstrate experience working with a Large scale SAP Production system (500+ concurrent users).		
M-3	The bidder’s proposed resource must demonstrate experience working with SAP Solution Manager version 7.0 and above.		
M-4	The bidder’s proposed resource must demonstrate experience working with SAP version ECC 6.0 as a Functional Analyst.		
M-5	The bidder’s proposed resource must demonstrate experience working with SAP Customer Relationship Management (CRM) version 7.0 and above as a Functional Analyst.		

(b) Rated Requirements

Rated (R) Requirements and scoring scheme for *A.2 SAP Interface and Legacy Systems (Level 3)*:

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NOTE: For project experience to qualify, the bidder must propose projects of a minimum duration of six (6) consecutive months for the proposed resource in the last five (5) years.

R #	Rated Requirements	Scoring Scheme	Substantiating Detail Page No/ Paragraph number
R-1	The bidder's proposed resource should demonstrate experience working with the Government of Canada approved SAP footprint.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-2	The bidder's proposed resource should demonstrate experience working with SAP's Public Sector industry Solution.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-3	The bidder must provide valid SAP certification for the proposed resource issued by an accredited training organization: <ul style="list-style-type: none"> Any SAP Certification as delivered by SAP; <i>A copy of the certification(s) must be included with the proposal.</i>	3 points	
R-4	The bidder's proposed resource should demonstrate experience working with SAP version ECC 6.0 as a Functional Analyst.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-5	The bidder's proposed resource should demonstrate experience working with SAP ASAP Methodology.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-6	The bidder's proposed resource should demonstrate experience working with SAP CRM version 7.0 and above.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	

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R #	Rated Requirements	Scoring Scheme	Substantiating Detail Page No/ Paragraph number
R-7	The bidder’s proposed resource should demonstrate production support experience in troubleshooting and fixing incidents/problems in the area of SAP Accounts Receivable (AR).	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-8	The bidder’s proposed resource should demonstrate experience in process integration using: <ul style="list-style-type: none"> SAP- Tax Revenue Management (TRM) Public Sector Collections and Disbursements (PSCD). 	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-9	The bidder’s proposed resource should demonstrate experience in process integration with: <ul style="list-style-type: none"> Legacy and partner systems within a Service Oriented Architecture. 	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-10	The bidder’s proposed resource should demonstrate experience in process integration using: <ul style="list-style-type: none"> Government of Canada Central Agencies Systems within a Service Oriented Architecture. 	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-11	The bidder’s proposed resource should demonstrate experience in overseeing problem escalation and resolution, working with SAP AG (SAP OSS).	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-12	The bidder’s proposed resource should demonstrate experience in developing and enhancing reports in the area of Interfaces to meet business requirements.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-13	The bidder’s proposed resource should demonstrate experience	24-36 months - 1 point 37-48 months - 2 points	

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R #	Rated Requirements	Scoring Scheme	Substantiating Detail Page No/ Paragraph number
	specific to all of the following Functional development activities: <ul style="list-style-type: none"> • Development of business requirement • Development of Impact Assessments • Development of configuration/system settings • Development of functional designs (RICEFW) • Development of test cases in HP-ALM 	More than 48 months - 4 points	
Total Points assigned: 51		Total Points obtained:	
<i>Note: To be deemed responsive, the resource must obtain minimum of 36 points (70%).</i>			

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ATTACHMENT (Tax Revenue Management TRM Public Sector Collections and Disbursements (TRM PSCD)) Number 2

EVALUATION CRITERIA FOR THE PROPOSED RESOURCE(S)
- MANDATORY AND RATED REQUIREMENTS

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2. A.2 ERP Functional Analyst – SAP Functional Analyst (Level 3) Tax Revenue Management Public Sector Collections and Disbursements (TRM PSCD)

(c) Mandatory Requirements

Mandatory (M) Requirements for A.2 SAP Tax Revenue Management Public Sector Collections and Disbursements (TRM PSCD) (Level 3):

M #	Mandatory Requirements	Compliant / Non-Compliant	Substantiating Detail Page No/ Paragraph number
M-1	The bidder must demonstrate that the proposed resource has a minimum of ten (10) years of experience as an SAP Functional Analyst within the last 15 years from the time of bid closing.		
M-2	The bidder’s proposed resource must demonstrate experience working with a Large scale SAP Production system (500+ concurrent users).		
M-3	The bidder’s proposed resource must demonstrate experience working with SAP Solution Manager version 7.0 and above.		
M-4	The bidder’s proposed resource must demonstrate experience working with SAP version ECC 6.0 as a Functional Analyst.		
M-5	The bidder’s proposed resource must demonstrate experience working with SAP Customer Relationship Management (CRM) version 7.0 and above as a Functional Analyst.		
M-6	The bidder’s proposed resource must demonstrate experience working with SAP Public Sector Collections and		

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M #	Mandatory Requirements	Compliant / Non-Compliant	Substantiating Detail Page No/ Paragraph number
	Disbursements (PSCD) as a Functional Analyst.		
M-7	The bidder’s proposed resource must demonstrate experience working with SAP Interaction Center as a Functional Analyst.		

(d) Rated Requirements

Rated (**R**) Requirements and scoring scheme for *A.2 SAP Functional Analyst - SAP Tax Revenue Management Public Sector Collections and Disbursements (TRM PSCD) (Level 3)*:

NOTE: For project experience to qualify, the bidder must propose projects of a minimum duration of six (6) consecutive months for the proposed resource in the last five (5) years.

R #	Rated Requirements	Scoring Scheme	Substantiating Detail Page No/ Paragraph number
R-1	The bidder's proposed resource should demonstrate experience working with the Government of Canada approved SAP footprint.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-2	The bidder's proposed resource should demonstrate experience working with SAP's Public Sector industry Solution.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	

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R #	Rated Requirements	Scoring Scheme	Substantiating Detail Page No/ Paragraph number
R-3	The bidder must provide valid SAP certification for the proposed resource issued by an accredited training organization: <ul style="list-style-type: none"> Any SAP Certification as delivered by SAP; <i>A copy of the certification(s) must be included with the proposal.</i>	3 points	
R-4	The bidder’s proposed resource should demonstrate experience working with SAP version ECC 6.0 as a Functional Analyst.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-5	The bidder’s proposed resource should demonstrate experience working with SAP ASAP Methodology version 7.0 and above.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-6	The bidders proposed resource should demonstrate experience working with and providing guidance, advice and best practice within the SAP Tax Revenue Management Sector Collections and Disbursements (TRM PSCD) solution to ensure compliance following best practice and guidance as defined by the Common Financial Management Business Processes (FMBP).	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-7	The bidder’s proposed resource should demonstrate production support experience in troubleshooting and fixing incidents/problems in the area of SAP Public Tax Revenue Management Sector Collections and Disbursements (TRM PSCD).	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	

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R #	Rated Requirements	Scoring Scheme	Substantiating Detail Page No/ Paragraph number
R-8	The bidder’s proposed resource should demonstrate experience in process integration using: <ul style="list-style-type: none"> SAP- Tax Revenue Management (TRM) Public Sector Collections and Disbursements (PSCD). 	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-9	The bidder’s proposed resource should demonstrate experience in process integration using: <ul style="list-style-type: none"> SAP Customer Relationship Management (CRM). 	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-10	The bidder’s proposed resource should demonstrate experience working with SAP Interaction Center as a functional analyst.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-11	The bidder’s proposed resource should demonstrate experience in overseeing problem escalation and resolution, working with SAP AG (SAP OSS).	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-12	The bidder’s proposed resource should demonstrate experience in developing and enhancing reports in the area of Tax Revenue Management Sector Collections and Disbursements (TRM PSCD) to meet business requirements.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-13	The bidder’s proposed resource should demonstrate experience specific to all of the following Functional development activities: <ul style="list-style-type: none"> Development of business requirement Development of Impact Assessments Development of configuration/system settings 	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	

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R #	Rated Requirements	Scoring Scheme	Substantiating Detail Page No/ Paragraph number
	<ul style="list-style-type: none"> • Development of functional designs (RICEFW) • Development of test cases in HP-ALM 		
Total Points assigned: 51		Total Points obtained:	
<i>Note: To be deemed responsive, the resource must obtain minimum of 36 points (70%).</i>			

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ATTACHMENT (Accounts Receivable - AR) Number 3

**EVALUATION CRITERIA FOR THE PROPOSED RESOURCE(S)
- MANDATORY AND RATED REQUIREMENTS**

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3. A.2 ERP Functional Analyst – SAP Functional Analyst (Level 3) Accounts Receivables (AR)

(e) Mandatory Requirements

Mandatory (M) Requirements for A.2 SAP Accounts Receivables (Level 3):

M #	Mandatory Requirements	Compliant / Non-Compliant	Substantiating Detail Page No/ Paragraph number
M-1	The bidder must demonstrate that the proposed resource has a minimum of ten (10) years of experience as an SAP Functional Analyst within the last 15 years from the time of bid closing.		
M-2	The bidder’s proposed resource must demonstrate experience working with a Large scale SAP Production system (500+ concurrent users).		
M-3	The bidder’s proposed resource must demonstrate experience working with SAP Solution Manager version 7.0 and above.		
M-4	The bidder’s proposed resource must demonstrate experience working with SAP version ECC 6.0 as a Functional Analyst.		
M-5	The bidder’s proposed resource must demonstrate experience working with SAP Accounts Receivable (FI-AR) as a Functional Analyst.		

(f) Rated Requirements

Rated (R) Requirements and scoring scheme for *A.2 SAP Functional Analyst - SAP Accounts Receivables (Level 3)*:

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NOTE: For project experience to qualify, the bidder must propose projects of a minimum duration of six (6) consecutive months for the proposed resource in the last five (5) years.

R #	Rated Requirements	Scoring Scheme	Substantiating Detail Page No/ Paragraph number
R-1	The bidder's proposed resource should demonstrate experience working with the Government of Canada approved SAP footprint.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-2	The bidder's proposed resource should demonstrate experience working with SAP's Public Sector industry Solution.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-3	The bidder must provide valid SAP certification for the proposed resource issued by an accredited training organization: <ul style="list-style-type: none"> Any SAP Certification as delivered by SAP; <i>A copy of the certification(s) must be included with the proposal.</i>	3 points	
R-4	The bidder's proposed resource should demonstrate experience working with SAP version ECC 6.0 as a Functional Analyst.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-5	The bidder's proposed resource should demonstrate experience working with SAP ASAP Methodology version 7.0 and above.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-6	The bidders proposed resource should demonstrate experience working with and providing guidance, advice and best practice within the SAP Accounts Receivable solution to ensure compliance following best practice and guidance as defined by the Common Financial	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	

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R #	Rated Requirements	Scoring Scheme	Substantiating Detail Page No/ Paragraph number
	Management Business Processes (FMBP).		
R-7	The bidder’s proposed resource should demonstrate production support experience in troubleshooting and fixing incidents/problems in the area of SAP Accounts Receivable (AR).	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-8	The bidder’s proposed resource should demonstrate experience in process integration using: <ul style="list-style-type: none"> SAP- Tax Revenue Management (TRM) Public Sector Collections and Disbursements (PSCD). 	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-9	The bidder’s proposed resource should demonstrate experience in process integration using: <ul style="list-style-type: none"> SAP Customer Relationship Management (CRM). 	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-10	The bidder’s proposed resource should demonstrate experience in process integration using: <ul style="list-style-type: none"> Government of Canada Central Agencies Systems within a Service Oriented Architecture. 	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-11	The bidder’s proposed resource should demonstrate experience in overseeing problem escalation and resolution, working with SAP AG (SAP OSS).	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-12	The bidder’s proposed resource should demonstrate experience in developing and enhancing reports in the area of Accounts Receivables (AR) to meet business requirements.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	

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R #	Rated Requirements	Scoring Scheme	Substantiating Detail Page No/ Paragraph number
R-13	<p>The bidder's proposed resource should demonstrate experience specific to all of the following Functional development activities:</p> <ul style="list-style-type: none"> • Development of business requirement • Development of Impact Assessments • Development of configuration/system settings • Development of functional designs (RICEFW) • Development of test cases in HP-ALM 	<p>24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points</p>	
Total Points assigned: 51		Total Points obtained:	
<p><i>Note: To be deemed responsive, the resource must obtain minimum of 36 points (70%).</i></p>			

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ATTACHMENT (Architect) Number 4

EVALUATION CRITERIA FOR THE PROPOSED RESOURCE(S) - MANDATORY AND RATED REQUIREMENTS

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4. A.1 Application/Software Architect – SAP Application Architect (Level 3)

(g) Mandatory Requirements

Mandatory (M) Requirements for A.1 Application/Software Architect – SAP Application Architect (Level 3):

M #	Mandatory Requirements	Compliant / Non-Compliant	Substantiating Detail Page No/ Paragraph number
M-1	The bidder must demonstrate that the proposed resource has a minimum of ten (10) years of experience as an SAP Application Architect within the last 15 years from the time of bid closing.		
M-2	The bidder’s proposed resource must demonstrate experience working with a Large scale SAP Production system (500+ concurrent users).		
M-3	The bidder’s proposed resource must demonstrate experience working with SAP Solution Manager 7.0 and above.		
M-4	The bidder’s proposed resource must demonstrate experience working with SAP version ECC 6.0 as a Functional Analyst.		
M-5	The bidder’s proposed resource must demonstrate experience working with SAP Customer Relationship Management (CRM) version 7.0 as a Functional Analyst.		
M-6	The bidder’s proposed resource must demonstrate experience working with SAP Business Intelligence (BI) as a Functional Analyst.		

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M #	Mandatory Requirements	Compliant / Non- Compliant	Substantiating Detail Page No/ Paragraph number
M-7	The bidder’s proposed resource must demonstrate experience working with SAP Enterprise Portal (EP) as a Functional Analyst.		
M-8	The bidder’s proposed resource must demonstrate experience working with SAP Accounts Payable (FI-AP) as a Functional Analyst.		
M-9	The bidder’s proposed resource must demonstrate experience working with SAP Accounts Receivable (FI-AR) as a Functional Analyst.		
M-10	The bidder’s proposed resource must demonstrate experience working with SAP General Ledger (FI-GL) as a Functional Analyst.		
M-11	The bidder’s proposed resource must demonstrate experience working with SAP Special Purpose Ledger (FI-SPL) as a Functional Analyst.		
M-12	The bidder’s proposed resource must demonstrate experience working with SAP Controlling (FI-CO) as a Functional Analyst.		
M-13	The bidder’s proposed resource must demonstrate experience working with SAP Funds Management (FM) as a Functional Analyst.		
M-14	The bidder’s proposed resource must demonstrate experience working with SAP Tax Revenue Management for the Public Sector as a Functional Analyst.		

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M #	Mandatory Requirements	Compliant / Non-Compliant	Substantiating Detail Page No/ Paragraph number
M-15	The bidder’s proposed resource must demonstrate experience working with SAP Business Rule Framework (BRF+) as a Functional Analyst.		
M-16	The bidder’s proposed resource must demonstrate experience working with SAP Business Workflow as a Functional Analyst.		
M-17	The bidder’s proposed resource must demonstrate experience working with SAP ASAP Methodology as a Functional Analyst.		

(h) Rated Requirements

Rated (R) Requirements and scoring scheme for *A.1 Application/Software Architect - SAP Application Architect (Level 3)*:

NOTE: For project experience to qualify, the bidder must propose projects of a minimum duration of six (6) consecutive months for the proposed resource in the last five (5) years.

R #	Rated Requirements	Scoring Scheme	Substantiating Detail Page No/ Paragraph number
R-1	The bidder's proposed resource should demonstrate experience working with the Government of Canada approved SAP footprint.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	

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R #	Rated Requirements	Scoring Scheme	Substantiating Detail Page No/ Paragraph number
R-2	The bidder's proposed resource should demonstrate experience working with SAP's Public Sector industry Solution.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-3	The bidder must provide one or more valid SAP certification(s) for the proposed resource issued by an accredited training organization: <ul style="list-style-type: none"> • Certification in any of the SAP functional module; • Accelerated SAP (ASAP) Certification as delivered by SAP <p><i>A copy of the certification(s) must be included with the proposal.</i></p>	3 points per certification Maximum 6 points	
R-4	The bidder's proposed resource should demonstrate Application or Solution or Enterprise Architect experience working with SAP version ECC 6.o.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-5	The bidder's proposed resource should demonstrate experience working with SAP ASAP Methodology version 7.0 and above.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-6	The bidder's proposed resource should demonstrate experience working with SAP Solution Manager version 7.0 and above, Solution Documentation.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-7	The bidder's proposed resource should demonstrate experience in reviewing business process mapping and solution documentation for SAP business scenarios.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	

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R #	Rated Requirements	Scoring Scheme	Substantiating Detail Page No/ Paragraph number
R-8	The bidder’s proposed resource should demonstrate experience in overseeing problem escalation and resolution, working with SAP AG and other software/hardware vendors to resolve problems.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-9	The bidder’s proposed resource should demonstrate experience working with SAP Customer Relationship Management (CRM) version 7.0 and above as a functional analyst.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-10	The bidder’s proposed resource should demonstrate experience leading the development of functional specifications and overall system design in support of an implementation and/or enhancement project(s)	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-11	The bidder’s proposed resource should demonstrate experience specific to any of the following Architecture principles including: <ul style="list-style-type: none"> • Development of solution architectures, frameworks and strategies for a major application area to meet the business and application requirements • Analysis and evaluation of alternative technology solutions to meet business problems 	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-12	The bidder’s proposed resource should demonstrate experience in process integration with:	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	

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R #	Rated Requirements	Scoring Scheme	Substantiating Detail Page No/ Paragraph number
	Legacy and partner systems within a Service Oriented Architecture.		
R-13	The bidder’s proposed resource should demonstrate experience working with Accounts Receivables (FI-AR) as a functional analyst.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-14	The bidder’s proposed resource should demonstrate experience working with Accounts Payable (FI-AP) as a functional analyst.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-15	The bidder’s proposed resource should demonstrate experience working with General Ledger (FI-GL) as a functional analyst.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-16	The bidder’s proposed resource should demonstrate experience working with Special Purpose Ledger (FI-SPL) as a functional analyst.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-17	The bidder’s proposed resource should demonstrate experience working with Controlling (FI-CO) as a functional analyst.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-18	The bidder’s proposed resource should demonstrate experience working with SAP Business Workflow as a functional analyst.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-19	The bidder’s proposed resource should demonstrate experience working with Funds Management (FM) as a functional analyst.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	

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R #	Rated Requirements	Scoring Scheme	Substantiating Detail Page No/ Paragraph number
R-20	The bidder’s proposed resource should demonstrate experience working with Tax Revenue Management Public Sector Collections and Disbursements (TRM PSCD) as a functional analyst.	24-36 months - 2 point 37-48 months - 4 points More than 48 months - 8 points	
R-21	The bidder’s proposed resource should demonstrate experience working with SAP Business Workflow as a functional analyst.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-22	The bidder’s proposed resource should demonstrate experience working with Business Rules Framework (BRF+) as a functional analyst.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
Total Points assigned: 94		Total Points obtained:	
<i>Note: To be deemed responsive, the resource must obtain minimum of 66 points (70%).</i>			

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ATTACHMENT (SAP Generalist) Number 5

EVALUATION CRITERIA FOR THE PROPOSED RESOURCE(S)

- MANDATORY AND RATED REQUIREMENTS

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5. A.2 ERP Functional Analyst – SAP Functional Analyst (Level 3) Generalist

(i) Mandatory Requirements

Mandatory (M) Requirements for A.2 SAP Generalist (Level 3):

M #	Mandatory Requirements	Compliant / Non-Compliant	Substantiating Detail Page No/ Paragraph number
M-1	The bidder must demonstrate that the proposed resource has a minimum of ten (10) years of experience as an SAP Functional Analyst within the last 15 years from the time of bid closing.		
M-2	The bidder’s proposed resource must demonstrate experience working with a Large scale SAP Production system (500+ concurrent users).		
M-3	The bidder’s proposed resource must demonstrate experience working with SAP Solution Manager version 7.0 and above.		
M-4	The bidder’s proposed resource must demonstrate experience working with SAP version ECC 6.0 as a Functional Analyst.		
M-5	The bidder’s proposed resource must demonstrate experience working with SAP Customer Relationship Management (CRM) as a Functional Analyst version 7.0 and above.		
M-6	The bidder’s proposed resource must demonstrate experience working with SAP Business Intelligence (BI) as a Functional Analyst.		

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M #	Mandatory Requirements	Compliant / Non- Compliant	Substantiating Detail Page No/ Paragraph number
M-7	The bidder’s proposed resource must demonstrate experience working with SAP Enterprise Portal (EP) as a Functional Analyst.		
M-8	The bidder’s proposed resource must demonstrate experience working with SAP Accounts Payable (FI-AP) as a Functional Analyst.		
M-9	The bidder’s proposed resource must demonstrate experience working with SAP General Ledger (FI-GL) as a Functional Analyst.		
M-10	The bidder’s proposed resource must demonstrate experience working with SAP Controlling (FI-CO) as a Functional Analyst.		
M-11	The bidder’s proposed resource must demonstrate experience working with SAP Funds Management (FM) as a Functional Analyst.		
M-12	The bidder’s proposed resource must demonstrate experience working with SAP Business Workflow as a Functional Analyst.		

(j) Rated Requirements

Rated **(R)** Requirements and scoring scheme for *A.2 SAP Functional Analyst - SAP Accounts Receivables (Level 3)*:

NOTE: For project experience to qualify, the bidder must propose projects of a minimum duration of six (6) consecutive months for the proposed resource in the last five (5) years.

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R #	Rated Requirements	Scoring Scheme	Substantiating Detail Page No/ Paragraph number
R-1	The bidder's proposed resource should demonstrate experience working with the Government of Canada approved SAP footprint.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-2	The bidder's proposed resource should demonstrate experience working with SAP's Public Sector industry Solution.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-3	The bidder must provide valid SAP certification for the proposed resource issued by an accredited training organization: <ul style="list-style-type: none"> Any SAP Certification as delivered by SAP; <i>A copy of the certification(s) must be included with the proposal.</i>	3 points	
R-4	The bidder's proposed resource should demonstrate experience working with SAP version ECC 6.0 as a Functional Analyst.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-5	The bidder's proposed resource should demonstrate experience working with SAP ASAP Methodology version 7.0 and above.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-6	The bidder's proposed resource should demonstrate experience working with SAP CRM version 7.0 and above.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-7	The bidder's proposed resource should demonstrate experience working with SAP BI.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	

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R #	Rated Requirements	Scoring Scheme	Substantiating Detail Page No/ Paragraph number
R-8	The bidder’s proposed resource should demonstrate experience working with SAP Enterprise Portal (EP).	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-9	The bidders proposed resource should demonstrate experience working with and providing guidance, advice and best practice within the SAP solution to ensure compliance following best practice and guidance as defined by the Common Financial Management Business Processes (FMBP).	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-10	The bidder’s proposed resource should demonstrate production support experience in troubleshooting and fixing incidents/problems.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-11	The bidder’s proposed resource should demonstrate experience in process integration using: <ul style="list-style-type: none"> SAP- Tax Revenue Management (TRM) Public Sector Collections and Disbursements (PSCD). 	24-36 months - 2 point 37-48 months - 4 points More than 48 months - 8 points	
R-12	The bidder’s proposed resource should demonstrate experience in process integration using: <ul style="list-style-type: none"> SAP Customer Relationship Management (CRM). 	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-13	The bidder’s proposed resource should demonstrate experience in process integration using: <ul style="list-style-type: none"> Government of Canada Central Agencies Systems within a Service Oriented Architecture. 	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	

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R #	Rated Requirements	Scoring Scheme	Substantiating Detail Page No/ Paragraph number
R-14	The bidder’s proposed resource should demonstrate experience in overseeing problem escalation and resolution, working with SAP AG (SAP OSS).	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-15	The bidder’s proposed resource should demonstrate experience working with Accounts Receivables (FI-AR) as a functional analyst.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-16	The bidder’s proposed resource should demonstrate experience working with General Ledger (FI-GL) as a functional analyst.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-17	The bidder’s proposed resource should demonstrate experience working with Accounts Payable (FI-AP) as a functional analyst.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-18	The bidder’s proposed resource should demonstrate experience working with Controlling (FI-CO) as a functional analyst.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-19	The bidder’s proposed resource should demonstrate experience working with SAP Business Workflow as a functional analyst.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-20	The bidder’s proposed resource should demonstrate experience working with Funds Management (FM) as a functional analyst.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-21	The bidder’s proposed resource should demonstrate experience specific to all of the following Functional development activities:	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	

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R #	Rated Requirements	Scoring Scheme	Substantiating Detail Page No/ Paragraph number
	<ul style="list-style-type: none"> • Development of business requirement • Development of Impact Assessments • Development of configuration/system settings • Development of functional designs (RICEFW) • Development of test cases in HP-ALM 		
Total Points assigned: 87		Total Points obtained:	
<p><i>Note: To be deemed responsive, the resource must obtain minimum of 61 points (70%).</i></p>			

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ATTACHMENT (Access Management) Number 6

EVALUATION CRITERIA FOR THE PROPOSED RESOURCE(S) - MANDATORY AND RATED REQUIREMENTS

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6. A.2 ERP Functional Analyst – SAP Functional Analyst (Level 3) Access & Security

(k) Mandatory Requirements

Mandatory (M) Requirements for A.2 SAP Access & Security (Level 3):

M #	Mandatory Requirements	Compliant / Non-Compliant	Substantiating Detail Page No/ Paragraph number
M-1	The bidder must demonstrate that the proposed resource has a minimum of ten (10) years of experience as an SAP Functional Analyst within the last 15 years from the time of bid closing.		
M-2	The bidder’s proposed resource must demonstrate experience working with a Large scale SAP Production system (500+ concurrent users).		
M-3	The bidder’s proposed resource must demonstrate experience working with SAP Solution Manager version 7.0 and above.		
M-4	The bidder’s proposed resource must demonstrate experience working with SAP version ECC 6.0 as a Functional Analyst.		
M-5	The bidder’s proposed resource must demonstrate experience working with SAP version CRM version 7.0 and above as a Functional Analyst.		
M-6	The bidder’s proposed resource must demonstrate experience working with SAP Identity Management (IdM) as a Functional Analyst.		

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M #	Mandatory Requirements	Compliant / Non-Compliant	Substantiating Detail Page No/ Paragraph number
M-7	The bidder’s proposed resource must demonstrate experience working with SAP Roles and Authorizations (RA) as a Functional Analyst.		
M-8	The bidder’s proposed resource must demonstrate experience developing SAP Access Business Roles as a Functional Analyst.		

(I) Rated Requirements

Rated (R) Requirements and scoring scheme for *A.2 SAP Functional Analyst - SAP Access & Security (Level 3)*:

NOTE: For project experience to qualify, the bidder must propose projects of a minimum duration of six (6) consecutive months for the proposed resource in the last five (5) years.

R #	Rated Requirements	Scoring Scheme	Substantiating Detail Page No/ Paragraph number
R-1	The bidder's proposed resource should demonstrate experience working with the Government of Canada approved SAP footprint.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-2	The bidder's proposed resource should demonstrate experience working with SAP's Public Sector industry Solution.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	

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R #	Rated Requirements	Scoring Scheme	Substantiating Detail Page No/ Paragraph number
R-3	The bidder must provide valid SAP certification for the proposed resource issued by an accredited training organization: <ul style="list-style-type: none"> Any SAP Certification as delivered by SAP; <i>A copy of the certification(s) must be included with the proposal.</i>	3 points	
R-4	The bidder's proposed resource should demonstrate experience working with SAP version ECC 6.0 as a Functional Analyst.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-5	The bidder's proposed resource should demonstrate experience working with SAP ASAP Methodology version 7.0 and above.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-6	The bidder's proposed resource should demonstrate experience working with SAP Governance Risk and Control as a Functional Analyst	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-7	The bidder's proposed resource should demonstrate production support experience in troubleshooting and fixing incidents/problems in the area of SAP Access Management.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-8	The bidder's proposed resource should demonstrate experience working with SAP Identity Management (IdM) as a Functional Analyst.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-9	The bidder's proposed resource should demonstrate experience working with SAP Roles and	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	

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R #	Rated Requirements	Scoring Scheme	Substantiating Detail Page No/ Paragraph number
	Authorizations (RA) as a Functional Analyst.		
R-10	The bidder’s proposed resource should demonstrate experience developing SAP Access Business Roles as a Functional Analyst.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-11	The bidder’s proposed resource should demonstrate experience in overseeing problem escalation and resolution, working with SAP AG (SAP OSS).	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-12	The bidder’s proposed resource should demonstrate experience in developing and enhancing reports in the area of Access Management to meet business requirements.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-13	The bidder’s proposed resource should demonstrate experience specific to all of the following Functional development activities: <ul style="list-style-type: none"> • Development of business requirement • Development of Impact Assessments • Development of configuration/system settings • Development of functional designs (RICEFW) • Development of test cases in HP-ALM 	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
Total Points assigned: 51		Total Points obtained:	
<i>Note: To be deemed responsive, the resource must obtain minimum of 36 points (70%).</i>			

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ATTACHMENT (Change Manager) Number 7

EVALUATION CRITERIA FOR THE PROPOSED RESOURCE(S)

- MANDATORY AND RATED REQUIREMENTS

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7. P.1 Change Management Consultant - SAP Change Management Expert (Level 3)

(m) Mandatory Requirements

Mandatory (M) Requirements for P.1 Change Management Consultant - SAP Change Management Expert (Level 3):

M #	Mandatory Requirements	Compliant / Non-Compliant	Substantiating Detail Page No/ Paragraph number
M-1	The bidder must demonstrate that the proposed resource has a minimum of ten (10) years of experience as an SAP Change Manager within the last 15 years from the time of bid closing.		
M-2	The bidder’s proposed resource must demonstrate experience working with a Large scale SAP Production system (500+ concurrent users).		
M-3	The bidder’s proposed resource must demonstrate experience working with SAP Solution Manager version 7.0 and above.		
M-4	The bidder’s proposed resource must demonstrate experience working with SAP version ECC 6.0 as a Functional Analyst.		
M-5	The bidder’s proposed resource must demonstrate experience working with SAP ASAP version 7.0 methodology.		

(n) Rated Requirements

Rated (R) Requirements and scoring scheme for P.1 Change Management Consultant - SAP Change Management Expert (Level 3):

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NOTE: For project experience to qualify, the bidder must propose projects of a minimum duration of six (6) consecutive months for the proposed resource in the last five (5) years.

R #	Rated Requirements	Scoring Scheme	Substantiating Detail Page No/ Paragraph number
R-1	The bidder’s proposed resource should demonstrate experience developing or maintaining Change Management processes	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-2	The bidder’s proposed resource should demonstrate experience working with SAP Solution Manager version 7.0 and above.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-3	The bidder’s proposed resource should demonstrate experience working with SAP version ECC 6.o.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-4	The bidder’s proposed resource should demonstrate experience monitoring on-going progress of changes through their lifecycle.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-5	The bidder’s proposed resource should demonstrate experience elaborating Change management planning	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-6	The bidder’s proposed resource should demonstrate experience ensuring change management process, sub-processes and tools integrate with other processes.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-7	The bidder’s proposed resource should demonstrate experience analysing change records to detect any trends or problems and proposes actions to rectify apparent weak	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	

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R #	Rated Requirements	Scoring Scheme	Substantiating Detail Page No/ Paragraph number
	areas in the change request management process		
R-8	The bidder's proposed resource should demonstrate experience managing the urgent category changes and escalation process	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-9	The bidder's proposed resource should demonstrate experience Documents results of production change request management	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
Total Points assigned: 36		Total Points obtained:	
<i>Note: To be deemed responsive, the resource must obtain minimum of 25 points (70%).</i>			

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ATTACHMENT (OCM) Number 8

EVALUATION CRITERIA FOR THE PROPOSED RESOURCE(S) - MANDATORY AND RATED REQUIREMENTS

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8. P.1 Change Management Consultant - SAP Change Management Expert (Level 3)

(o) Mandatory Requirements

Mandatory (M) Requirements for P.1 Change Management Consultant - SAP Change Management Expert (Level 3):

M #	Mandatory Requirements	Compliant / Non-Compliant	Substantiating Detail Page No/ Paragraph number
M-1	The bidder must demonstrate that the proposed resource has a minimum of ten (10) years of experience as an SAP Change Manager within the last 15 years from the time of bid closing.		

(p) Rated Requirements

Rated (R) Requirements and scoring scheme for P.1 Change Management Consultant - SAP Change Management Expert (Level 3):

NOTE: For project experience to qualify, the bidder must propose projects of a minimum duration of six (6) consecutive months for the proposed resource in the last five (5) years.

R #	Rated Requirements	Scoring Scheme	Substantiating Detail Page No/ Paragraph number
R-1	The bidder's proposed resource should demonstrate experience developing Organizational Change Management strategies	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-2	The bidder's proposed resource should demonstrate experience	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	

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R #	Rated Requirements	Scoring Scheme	Substantiating Detail Page No/ Paragraph number
	identifying and develop business critical success factors.		
R-3	The bidder’s proposed resource should demonstrate experience working with SAP version ECC 6.o.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-4	The bidder’s proposed resource should demonstrate experience monitoring on-going progress of changes through their lifecycle.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-5	The bidder’s proposed resource should demonstrate experience elaborating Communication Strategy and Plan	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-6	The bidder’s proposed resource should demonstrate experience ensuring change management process, sub-processes and tools integrate with other processes.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-7	The bidder’s proposed resource should demonstrate experience analysing change records to detect any trends or problems and proposes actions to rectify apparent weak areas in the change request management process	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-8	The bidder’s proposed resource should demonstrate experience developing and maintaining Change Impact Analysis Assessment documentation	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-9	The bidder’s proposed resource should demonstrate experience	24-36 months - 1 point 37-48 months - 2 points	

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R #	Rated Requirements	Scoring Scheme	Substantiating Detail Page No/ Paragraph number
	conducting the stakeholder analysis process.	More than 48 months - 4 points	
Total Points assigned: 36		Total Points obtained:	
<i>Note: To be deemed responsive, the resource must obtain minimum of 25 points (70%).</i>			

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ATTACHMENT (OCM) Number 8

EVALUATION CRITERIA FOR THE PROPOSED RESOURCE(S) - MANDATORY AND RATED REQUIREMENTS

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9. P.1 Change Management Consultant - SAP Change Management Expert (Level 3)

(q) Mandatory Requirements

Mandatory (M) Requirements for P.1 Change Management Consultant - SAP Change Management Expert (Level 3):

M #	Mandatory Requirements	Compliant / Non-Compliant	Substantiating Detail Page No/ Paragraph number
M-1	The bidder must demonstrate that the proposed resource has a minimum of ten (10) years of experience as an SAP Change Manager within the last 15 years from the time of bid closing.		

(r) Rated Requirements

Rated (R) Requirements and scoring scheme for P.1 Change Management Consultant - SAP Change Management Expert (Level 3):

NOTE: For project experience to qualify, the bidder must propose projects of a minimum duration of six (6) consecutive months for the proposed resource in the last five (5) years.

R #	Rated Requirements	Scoring Scheme	Substantiating Detail Page No/ Paragraph number
R-1	The bidder's proposed resource should demonstrate experience developing Organizational Change Management strategies	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-2	The bidder's proposed resource should demonstrate experience	24-36 months - 1 point 37-48 months - 2 points	

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R #	Rated Requirements	Scoring Scheme	Substantiating Detail Page No/ Paragraph number
	identifying and develop business critical success factors.	More than 48 months - 4 points	
R-3	The bidder’s proposed resource should demonstrate experience working with SAP version ECC 6.o.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-4	The bidder’s proposed resource should demonstrate experience monitoring on-going progress of changes through their lifecycle.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-5	The bidder’s proposed resource should demonstrate experience elaborating Communication Strategy and Plan	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-6	The bidder’s proposed resource should demonstrate experience ensuring change management process, sub-processes and tools integrate with other processes.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-7	The bidder’s proposed resource should demonstrate experience analysing change records to detect any trends or problems and proposes actions to rectify apparent weak areas in the change request management process	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-8	The bidder’s proposed resource should demonstrate experience developing and maintaining Change Impact Analysis Assessment documentation	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	

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R #	Rated Requirements	Scoring Scheme	Substantiating Detail Page No/ Paragraph number
R-9	The bidder's proposed resource should demonstrate experience conducting the stakeholder analysis process.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
Total Points assigned: 36		Total Points obtained:	
<i>Note: To be deemed responsive, the resource must obtain minimum of 25 points (70%).</i>			

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ATTACHMENT (Project Manager) Number 9

EVALUATION CRITERIA FOR THE PROPOSED RESOURCE(S) - MANDATORY AND RATED REQUIREMENTS

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10. P.9 ERP Functional Analyst – Project Manager (Level 3)

(s) Mandatory Requirements

Mandatory (M) Requirements for P.9 SAP Project Manager (Level 3):

M #	Mandatory Requirements	Compliant / Non-Compliant	Substantiating Detail Page No/ Paragraph number
M-1	The bidder must demonstrate that the proposed resource has a minimum of ten (10) years of experience as an SAP Project Manager within the last 15 years from the time of bid closing.		
M-2	The bidder’s proposed resource must demonstrate experience working with a Large scale SAP Production system (500+ concurrent users).		
M-3	The bidder’s proposed resource must demonstrate experience working with SAP Solution Manager version 7.0 and above.		
M-4	The bidder’s proposed resource must demonstrate experience working with SAP version ECC 6.0 as a Functional Analyst.		
M-5	The bidder’s proposed resource must demonstrate experience working with SAP ASAP methodology version 7.0 and above.		

(t) Rated Requirements

Rated (R) Requirements and scoring scheme for P.9 Project Manager (Level 3):

NOTE: For project experience to qualify, the bidder must propose projects of a minimum duration of six (6) consecutive months for the proposed resource in the last five (5) years.

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R #	Rated Requirements	Scoring Scheme	Substantiating Detail Page No/ Paragraph number
R-1	The bidder's proposed resource should demonstrate experience working with SAP's Public Sector industry Solution.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-2	The bidder must provide valid SAP certification for the proposed resource issued by an accredited training organization: <ul style="list-style-type: none"> • PMI Project Management Professional (PMP) certification; • Agile Project Management Certification; • ITIL Certification; • PRINCE2 Accreditation (Foundation or Practitioner) <i>A copy of the certification(s) must be included with the proposal.</i>	1 point per certification Maximum of 2 points	
R-3	The bidder's proposed resource should demonstrate experience working with SAP version ECC 6.0 as a Functional Analyst.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-4	The bidder's proposed resource should demonstrate experience working with SAP ASAP Methodology version 7.0 and above.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-5	The bidder's proposed resource should demonstrate experience interacting with other business and project teams to document and manage project schedule dependencies.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	

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R #	Rated Requirements	Scoring Scheme	Substantiating Detail Page No/ Paragraph number
R-6	The bidder’s proposed resource should demonstrate experience managing, coordinating and enforcing the use of tools, procedures and systems within the functional and technical teams.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-7	The bidder’s proposed resource should demonstrate experience preparing, refining, reviewing written documentation, reports, dashboards and make oral presentations	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-8	The bidder’s proposed resource should demonstrate experience developing and maintaining functional and/or technical ERP plans, tools, procedures and systems	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-9	The bidder’s proposed resource should demonstrate Identify and monitor risk throughout a project and prepare preventive, mitigating and contingency plans	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
Total Points assigned: 34		Total Points obtained:	
<i>Note: To be deemed responsive, the resource must obtain minimum of 23 points (70%).</i>			

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ATTACHMENT (Project Executive) Number 10

EVALUATION CRITERIA FOR THE PROPOSED RESOURCE(S)

- MANDATORY AND RATED REQUIREMENTS

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11. P.5 – Project Executive

(u) Mandatory Requirements

Mandatory (M) Requirements for P.5 Project Executive:

M #	Mandatory Requirements	Compliant / Non-Compliant	Substantiating Detail Page No/ Paragraph number
M-1	The bidder must demonstrate that the proposed resource has a minimum of ten (10) years of experience as a Project Executive.		
M-2	The bidder's proposed resource must demonstrate experience SAP Accelerated SAP (ASAP) version 7.0 and above;		

(v) Rated Requirements

Rated (R) Requirements and scoring scheme for P.5 Project Executive:

NOTE: For project experience to qualify, the bidder must propose projects of a minimum duration of six (6) consecutive months for the proposed resource in the last five (5) years.

R #	Rated Requirements	Scoring Scheme	Substantiating Detail Page No/ Paragraph number
R-1	The bidder's proposed resource should demonstrate experience working with the Government of Canada approved SAP footprint.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	

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R #	Rated Requirements	Scoring Scheme	Substantiating Detail Page No/ Paragraph number
R-2	The bidder's proposed resource should demonstrate experience working with SAP's Public Sector industry Solution.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-3	The bidder's proposed resource should demonstrate experience defining and documenting project objectives and determining budget requirements.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-4	The bidder's proposed resource should demonstrate experience meeting with other organizational executives to ensure all organizational (internal and external) stakeholders are committed and moving forward on project and organizational goals.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-5	The bidder's proposed resource should demonstrate experience interacting with other business and project teams to document and manage project schedule dependencies.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-6	The bidder's proposed resource should demonstrate experience preparing plans, charts, tables and diagrams to assist in analysing or displaying problems; work with a variety of project management tools.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
Total Points assigned: 24		Total Points obtained:	
<i>Note: To be deemed responsive, the resource must obtain minimum of 19 points (70%).</i>			

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ATTACHMENT (Test Coordinator) Number 11

EVALUATION CRITERIA FOR THE PROPOSED RESOURCE(S)

- MANDATORY AND RATED REQUIREMENTS

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12. A.10 Test Coordinator – SAP Project manager (Level 3)

(w) Mandatory Requirements

Mandatory (M) Requirements for A.10 Test Coordinator – SAP Project manager (Level 3):

M #	Mandatory Requirements	Compliant / Non-Compliant	Substantiating Detail Page No/ Paragraph number
M-1	The bidder must demonstrate that the proposed resource has a minimum of ten (10) years of experience as an SAP Project Manager within the last 15 years from the time of bid closing.		
M-2	The bidder’s proposed resource must demonstrate experience working with a Large scale SAP Production system (500+ concurrent users).		
M-3	The bidder’s proposed resource, must demonstrate experience working with HP Application Lifecycle Management.		
M-4	The bidder’s proposed resource must demonstrate experience working with SAP ASAP methodology 7.0 and above.		
M-5	The bidder’s proposed resource must demonstrate experience working with SAP Enterprise Central Component (ECC) 6.0.		

(x) Rated Requirements

Rated (R) Requirements and scoring scheme for A.10 Test Coordinator (Level 3):

NOTE: For project experience to qualify, the bidder must propose projects of a minimum duration of six (6) consecutive months for the proposed resource in the last five (5) years.

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R #	Rated Requirements	Scoring Scheme	Substantiating Detail Page No/ Paragraph number
R-1	The bidder's proposed resource should demonstrate experience managing, tracking and reporting on all cycles and all types of testing.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-2	The bidder's proposed resource should demonstrate experience managing, preparing and maintaining test environments in HP Quality Center.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-3	The bidder's proposed resource should demonstrate experience Managing, updating, tracking and reporting on defects.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-4	The bidder's proposed resource should demonstrate experience working with SAP ASAP Methodology 7.0 and above.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-5	The bidder's proposed resource should demonstrate experience interacting with other business and project teams to document and manage project schedule dependencies.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-6	The bidder's proposed resource should demonstrate experience managing, coordinating and enforcing the use of tools, procedures and systems within the functional and technical teams.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-7	The bidder's proposed resource should demonstrate experience preparing, refining, reviewing written documentation, reports,	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	

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R #	Rated Requirements	Scoring Scheme	Substantiating Detail Page No/ Paragraph number
	dashboards and make oral presentations		
R-8	The bidder’s proposed resource should demonstrate experience Coordinate the testing effort of the Project and stabilization effort.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
Total Points assigned: 32		Total Points obtained:	
<i>Note: To be deemed responsive, the resource must obtain minimum of 22 points (70%).</i>			

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ATTACHMENT (IT Security TRA and C&A Analyst) Number 12

EVALUATION CRITERIA FOR THE PROPOSED RESOURCE(S)
- MANDATORY AND RATED REQUIREMENTS

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13. C.3 – IT Security TRA and C&A Analyst (Level 3)

(y) Mandatory Requirements

Mandatory (M) Requirements for C.3 – IT Security TRA and C&A Analyst (Level 3):

M #	Mandatory Requirements	Compliant / Non-Compliant	Substantiating Detail Page No/ Paragraph number
M-1	The bidder must demonstrate that the proposed resource has a minimum of ten (10) years of experience as an SAP Project Manager within the last 15 years from the time of bid closing.		
M-2	The bidder’s proposed resource must demonstrate experience working with a Large scale SAP Production system (500+ concurrent users).		
M-3	The bidder’s proposed resource must demonstrate experience working with SAP version ECC 6.0 as a Functional Analyst.		

(z) Rated Requirements

Rated (R) Requirements and scoring scheme for C.3 – *IT Security TRA and C&A Analyst* (Level 3):

NOTE: For project experience to qualify, the bidder must propose projects of a minimum duration of six (6) consecutive months for the proposed resource in the last five (5) years.

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R #	Rated Requirements	Scoring Scheme	Substantiating Detail Page No/ Paragraph number
R-1	The bidder's proposed resource should demonstrate experience working with the Government of Canada approved SAP footprint.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-2	The bidder's proposed resource should demonstrate experience working with SAP's Public Sector industry Solution.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-3	The bidder's proposed resource should demonstrate experience Coordinate the gathering of information relative to the assessment of privacy, sensitivity and other type of information.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-4	The bidder's proposed resource should demonstrate experience Writing or amending Privacy Impact Assessment documentation, including the identification of risk and mitigation strategies.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-5	The bidder's proposed resource should demonstrate experience writing or amending Threat Risk Assessment documentation.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-6	The bidder's proposed resource should demonstrate experience meeting and conducting meetings with internal and external stakeholders.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-7	The bidder's proposed resource should demonstrate experience working with SAP version ECC 6.0 as a Functional Analyst.	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	

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R #	Rated Requirements	Scoring Scheme	Substantiating Detail Page No/ Paragraph number
Total Points assigned: 28		Total Points obtained:	
<i>Note: To be deemed responsive, the resource must obtain minimum of 19 points (70%).</i>			

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