Requirements Guide for ISS Program Management

Environte de comtemt	Notes		
Expected content	Example 1	Example 2	
Relevancy:			
-Scope			
-Scale			
-Naval setting			
-Bidder's role			
Complexity:			
Core systems:			
•Main Propulsion			
·Hull Systems			
·EPG&D			
·Auxiliary/Support			
·Deck Systems			
·HVAC/Refrigeration			
Specialized systems:			
· Aircraft Support			
-RAS			
-High Voltage Electrical Propulsion			
·C4ISR			
-Naval Weapon			

	Not	tes
Criteria	Example 1	Example 2
 Range of Experience: 1) Experience in Management of In Service Support Program, including support resources; 		
2) Planning and Scheduling of Maintenance;		
3) Activities Management and Reporting;		
 4) Controlled Technology Access and Transfer (CTAT)/ International Traffic in Arms Regulations (ITAR) management and reporting; 		
5) Management of Performance Measurement;		
6) Experience in Marine Engineering, 3D Modeling and TDP Management;		
7) Regulatory compliance management (Quality Assurance, Environmental); and,		
8) Financial stewardship demonstrating an affordable program showing cost and budget		

Commitment	Desired Outcome Stated in PWS	Notes (Tangibility/Effect)

Expected content		Notes	
Expected content	Example 1	Example 2	Example 3
Relevancy:			
-Managing Obsolescence			
-Managing Engineering Changes			
- Marine Setting			
Complexity:			
Core systems: • Main Propulsion • Hull Systems • EPG&D • Auxiliary/Support • Deck Systems • HVAC/Refrigeration			
Specialized systems: · Aircraft Support -RAS -High Voltage Electrical Propulsion · C4ISR -Naval Weapon			

	Notes		
Criteria	Example 1	Example 2	Example 3
Range of Experience:			
1) Identify the EC by Ship name and client department			
2) Identify the engineering system and subsystem changed;			
3) Identify nature of the problem;			
 Process to come up with a solution (include a business case used to determine optimal solution); 			
5) Methodology and description of the EC review process;			
6) Describe the level of effort, cost and outcomes; and,			
 Describe any issues arising, along with control and mitigation strategies. 			

Commitment	Desired Outcome Stated in PWS	Notes (Tangibility/Effect)

Expected content	Notes
Relevancy:	
-Managing Docking Work Period	
-Within last 12 years	
- Marine Vessel	
Complexity:	
Core systems: • Main Propulsion • Hull Systems • EPG&D • Auxiliary/Support • Deck Systems • HVAC/Refrigeration	
Specialized systems: · Aircraft Support -RAS -High Voltage Electrical Propulsion · C4ISR -Naval Weapon	

Requirements Guide for Maintenance Support Services – Docking

Criteria	Notes
Range of Experience:	
 Experience in Management of a Docking Work Period; 	
2. Describe Planning and Scheduling of DWP work, including an Integrated Master Schedule;	
3. Describe Activities Management and Reporting;	
 Describe the level of effort, cost and outcomes; and 	
5. Describe any issues, arising along with control and mitigation strategies.	

Commitment	Desired Outcome Stated in PWS	Notes (Tangibility/Effect)

Expected content	Notes
Relevancy:	
-Corrective Maintenance	
-Preventative Maintenance	
- Marine Vessel	
-Platform Systems	
- Combat Systems	
Complexity:	
Core systems: • Main Propulsion • Hull Systems • EPG&D • Auxiliary/Support • Deck Systems • HVAC/Refrigeration	
Specialized systems: · Aircraft Support -RAS -High Voltage Electrical Propulsion · C4ISR -Naval Weapon	

Criteria	Notes
Range of Experience:	
1. Experience in Management of PM and CM (include types of systems and when);	
 Describe scope of work, planning and scheduling of the work and which systems with which you have experience; 	
3. Describe PM/CM Activities Management and Reporting;	
4. Describe the level of effort, cost and outcomes; and,	
5. Describe any issues, arising along with control and mitigation strategies	

Commitment	Desired Outcome Stated in PWS	Notes (Tangibility/Effect)

Expected content	Notes
Relevancy:	
-Spares and Asset Inventory Management	
- Materiel Management for Marine Vessels	
Complexity:	
Core systems: • Main Propulsion • Hull Systems • EPG&D • Auxiliary/Support • Deck Systems • HVAC/Refrigeration	
Specialized systems: · Aircraft Support -RAS -High Voltage Electrical Propulsion · C4ISR -Naval Weapon	

Requirements Guide for Materiel Support Services

	Criteria	Notes
Range	of Experience:	
1.	Experience in Management of sparing (includes types of marine systems supported, how many and when);	
2.	Describe experience, if any, for Initial Provisioning work;	
3.	Describe warehousing experience and outline the facilities used, if any, to conduct sparing and inventory control;	
4.	Describe experience accounting and reporting of spares including spares enterprise software;	
5.	Describe the Supply Chain Management Information System used;	
6.	Describe the inventory tracking, auditing and process controls used;	
7.	Describe the level of effort, cost and outcomes; and,	
8.	Describe any issues, arising along with control and mitigation strategies.	

Commitment	Desired Outcome Stated in PWS	Notes (Tangibility/Effect)

Requirements Guide for Information and Data Management

Expected content	Notes
Relevancy:	
- Integration and Handling of Information and Data Management.	
Criteria	Notes
Range of Experience:	
 Experience in ERP & Integration: The bidder is to provide a minimum of one example demonstrating the integration of an IT Enterprise System between the Bidder and its Subcontractors or a Client for system to system Data Exchange, where no deliberate intervention is required as in a typical automated Business-to-Business (B2B) solution. 	
2. Experience in Data Management Environment (DME): The Bidder is to provide a minimum of one example demonstrating the development of a Common Source Data Base (CSDB) for Interactive Electronic Technical Manuals (IETM) using the S1000D specification. The evidence should demonstrate their ability to implement a complex functionality design including evidence of customer requirement analysis and incorporation in the IETM design.	

3. Experience in Collaborative Environment (CE): The Bidder is to provide a minimum of one example	
demonstrating the use of an internet web-based	
Collaborative Environment, hosted by the Bidder,	
that is used between the Bidder and its subcontractor	
or a Client to provide service delivery management.	
1 Experience in Cyber Security: The Bidder is to	
4. Experience in Cyber Security: The Bidder is to provide a minimum of one example demonstrating a	
structured System Security Engineering (SSE)	
process for a Government-to-Business (G2B) data	
solution to sustain a defence system.	

Commitment	Desired Outcome Stated in PWS	Notes (Tangibility/Effect)

Criteria	Notes
Range of Experience:	
 Demonstrated experience and example to develop and implement performance management and measurement methodologies for: (a) equipment and (b) support services; 	
2. Demonstrated experience and example to develop and implement performance management and measurement and their impact on business improvement, incentives and savings;	
3. Demonstrated experience and example to develop and implement performance measurement system (PfMS) including electronic/automated data collection, analysis and reporting;	
 Demonstrated experience and example to align performance results to strategic objectives or critical success factors; 	
5. Demonstrated experience and example of actual performance measures that have been validated. Supporting experience could include tables, figures or graphical illustrations of results achieved over the past five (5) years.	

Requirements Guide for Performance Measures

Criteria	Notes
Quality of Experience:	
1. Define Performance Parameters for a performance based contract;	
2. Method and tools for Performance Based approach;	
3. How you ensure that you meet the performance metric your model uses;	
 4. How do you integrate performance metrics with data from the risk management and quality management; 	
5. How you collect performance data from multiple sub-contractors, and translate it into quantifiable metrics, identify areas of concern, and implement improvement plans at the sub-contractors level;	
6. What is your maturity level with respect to Performance Management?	
 7. How your approach to performance measurement help you to: Foster collaboration across customer 	
stakeholders.Create a superior customer experience.	
 Maximize the efficiency and quality of service delivery. 	
• Effectively predict costs, schedules, and quality.	
• Enable proactive monitoring, trend analysis, and management	

Commitment	Desired Outcome Stated in PWS	Notes (Tangibility/Effect)

Expected content	Notes
The Program Management Plan describes:	
- Concepts	
- Processes	
- Integration of how the Bidder will manage the AJISS program.	
The submission includes: - Information and Data Management Plan	
- Performance Management Plan	
- Configuration Management Plan	
- Disposal Plan and Close-out Plan	

Requirements Guide for Preliminary Program Management Plan

Criteria	Notes
The Plan addresses the following components:	
a. Identify program, LCMM, and service delivery scope, constraints, assumptions, estimation budget control, and schedule;	
b. Identify the Contractor's organizational structure of key roles and responsibilities that are accountable for overall program management execution, service delivery management and delivery of the program;	
c. Provide an overview of the process for tracking and reporting progress;	
d. Provide an overview of the procurement process;	
e. Provide an overview of Subcontractor management;	
f. Identify key deliverables, significant milestones;	
g. Provide an overview of security management;	
h. Confirm Integrated Management system registration;	
i. Provide an overview of Naval Materiel Certification process; and	
j. Provide an overview on the process of how subcontractors will be selected to ensure best value for Canada.	

Commitment	Desired Outcome Stated in PWS	Notes (Tangibility/Effect)

Assessment Factor 1: The bid suitably addresses all the elements called for in the Assessment Criteria.

Expected content	Notes
Relevancy:	
- Plans to establish initial capability in preparation for delivery of the first AOPS vessel.	
- Activities necessary to ensure the Bidder would be ready in all respects for maintaining the first AOPS vessel and its associated equipment systems	
- Plan includes timeline and detailed descriptions of the organizational structures, resources, infrastructure and intended sub- contractors will be required.	

Requirements Guide for Preliminary Start Up Plan

Criteria	Notes
The plan addresses the following:	
a. How the Contractor plans on Coordinating meetings with Canada during the Start-up phase;	
b. How the Contractor will establish various services required in the PWS including timelines when resources and infrastructure will be put in place;	
c. Timelines to establish the relationships with subcontractors;	
d. Processes for integrating shipbuild warranty work;	
e. Processes to verify and validate design intent of each ship; and	
f. Processes to verify the ILS deliverables for AOPS and JSS.	

Requirements Guide for Preliminary Start Up Plan

Commitment	Desired Outcome Stated in PWS	Notes (Tangibility/Effect)

Expected content	Notes
Relevancy:	
- How Bidder plans to move from end state of their Start-Up Plan to steady state AJISS operations.	
- Outline of Bidder's Plan to achieve ISS steady state for all AJISS Vessels	
- Plan includes a timeline and detailed descriptions of the organizational structures, resources, infrastructure, and methodology for assessment and selection of Steady State Phase sub-contractors will be required	

Requirements Guide for Preliminary Transition Plan

Criteria	Notes
The plan describes the following: a. How the Contractor will execute plans, processes, requirements and work during the Transition Phase;	
b. Detail how the Contractor plans to ramp up their capacity to support all AOPS and JSS on both coasts. The Transition Plan should highlight the sequencing, scaleability, and geographical location for all support activities;	
c. Identification of Start-up and Transition Phases deficiencies, issues, gaps and make recommendations for their resolution;	
d. Coordination of meetings with Canada during the Transition phase;	
e. How the Contractor will establish various services required in the PWS including timelines when resources and infrastructure will be put in place and detail what access to Canada's facilities is required;	
f. How the Contractor will demonstrate its capability, capacity and support services to:	
i. support on both coasts the first ships delivered at the SRVP milestone; and	
ii. support all ships delivered on the East and West coasts at the SRVF milestone; and	
g. The methodology by which the Contractor will identify, assess and select subcontractors for Steady-State phase ISS operations.	

Commitment	Desired Outcome Stated in PWS	Notes (Tangibility/Effect)

Expected content	Notes
Relevancy:	
- Outlines how the Bidder plans to manage risks	
- Outlines how the Bidder plans to ensure continued readiness to maintain the In- Service Support Program for AJISS Vessels.	
- The plan should include specific risks and mitigations identified within the start-up and transition phases.	

Requirements Guide for Preliminary Risk Management Plan

Criteria	Notes
The plan: a. provides the governance structure and concept of risk management by which risks and issues are dealt with and escalated to the appropriate decision level within a sufficient time to permit mitigation steps/actions;	
b. contains the Contractor's procedures for risk identification, analysis, trends, mitigation, contingencies, tracking and reporting all risk areas other than those that are LOW probability or LOW impact throughout the life of the contract;	
c. includes a Business Continuity section;	
d. provides for risk assessment alignment between Canada and the Contractor, as risks/issues have shared levels of ownership;	
e. identifies and describe risks as a function of probability and level of impact upon AJISS capability, cost, schedule, Value Proposition, Industrial Technological Benefits, environment, security, safety, law, and other outcomes as appropriate;	
f. identifies the triggers or necessary actions that would activate contingency plans and roles and responsibilities of the Contractor and Canada;	
g. includes a Risk Register as identified through subparagraph a;	
h. outlines risk management responsibilities between Canada and the Contractor; and	
i. includes a detailed process for changes to the Risk Management Plan to help manage risks to the Project, including actions for risk mitigation and controls.	

Commitment	Desired Outcome Stated in PWS	Notes (Tangibility/Effect)

Expected content	Notes
Relevancy: - Plan provides the methodology on how the Bidder will execute and complete the work of a four week AOPS Short Work Period.	
Criteria	Notes
The plan must describe the following elements for each coast: a. Responsibility Matrix of Level Two Maintenance for Hybrid Systems;	
b. Dates and duration of SWPs and DWPs;	
c. Significant in-service support activities such as major repairs, surveys, tests and trials;	
d. Planned level of effort for each SWP, DWP and other significant activities;	

e. AOPS operations uptime/downtime;	
f. JSS operations uptime/downtime;	
g. SWP/DWP Level One, Two and Three Maintenance;	
h. Restricted Readiness Dates (Tiered Readiness Program);	
i. Underwater hull inspections; and	
j. Support to Classification Society inspection and surveys.	

Commitment	Desired Outcome Stated in PWS	Notes (Tangibility/Effect)

Requirement Guideance for Common Goals & Collaborative Behaviours

Relationship Management Plan (RMP) – approach proposed for AJISS	Notes
How we will <u>define goals</u> in terms of mutual success	
How we will <u>work collaboratively</u> to achieve the common goal	
How we will be involved in each others' strategic planning	
How we will ensure our strategic <u>plans are aligned</u>	
How we will define and agree on <u>behavioural standards</u>	
How relationship health and success are defined	
How we will measure relationship health and success	
How <u>frequently</u> will we assess relationship health and success	
How will the assessment <u>results be used</u> to increase success	

Requirement Guideance for Common Goals & Collaborative Behaviours

Bid response - experience implementing the proposed approach (<i>3 page limit</i>)	Notes
Experience defining goals in terms of mutual success	
Experience <u>working collaboratively</u> to achieve common goals	
Experience being involved in each others' strategic planning	
Experience ensuring strategic plans are aligned	
Benefits observed from achieving the common goal	
Experience defining and agreeing on <u>behavioural</u> standards	
How relationship health and success were defined	
Experience measuring relationship health and success	
Frequency of relationship health/success assessment	
How the assessment results were used to increase success	

General – RMP and bid response	Notes
Level of <u>detail</u>	
Specific <u>actions / tools / techniques / processes / resources</u> cited	
Approach is/was <u>collaborative</u>	
Approach is/was <u>efficient</u> (in terms of time, cost & people)	
Approach is/was viably replicable in AJISS context	

Assessment Factor 2: The bid	demonstrates tangible bend	efits to achieving the desire	d relational outcomes.

Tangible Benefit	Desired Relational Outcome (PWS or Relational Charter Reference)	Notes (Effect)

Requirement Guideance for Joint Governance

Relationship Management Plan (RMP) – approach proposed for AJISS	Notes
How we will <u>collaboratively establish performance</u> objectives	
How will executives champion collaborative behaviours	
How will executives be involved and accessible	
How to <u>collaboratively prioritize / schedule /plan /monitor</u> work	
How will program leadership be provided collaboratively	
How will program managers be involved and accessible	
How will day-to-day work be managed collaboratively	
How will day-to-day work be performed collaboratively	
How will subcontractors input into governance	
How will <u>subcontractor work be performed</u> collaboratively	
How will subs be encouraged to behave collaboratively	

Requirement Guideance for Joint Governance

Bid response - experience implementing the proposed approach (6 page limit)	Notes
Experience <u>collaboratively establishing performance</u> <u>objectives</u>	
Experience with executives championing collaboration	
Experience with executives being involved and accessible	
Observed benefits of joint governance at executive-level	
Experience <u>collaboratively</u> prioritizing/scheduling/monitoring work	
Experience providing collaborative program leadership	
Experience with program managers being <u>involved/accessible</u>	
Observed benefits of joint governance at program-level	
Experience with <u>collaborative management of day-to-day</u> work	
Experience with <u>collaborative performance of day-to-day</u> work	
Observed benefits of joint governance at project-level	
Experience with subcontractors inputting into governance	
Experience with subcontractors working collaboratively	
Experience encouraging subcontractors to act	

Requirement Guideance for Joint Governance

collaboratively	
<u>Observed benefits</u> of collaborative subcontractor governance	
General – RMP and bid response	Notes
Level of <u>detail</u>	
Specific <u>actions / tools / techniques / processes / resources</u> cited	
Approach is/was <u>collaborative</u>	
Approach is/was <u>efficient</u> (in terms of time, cost & people)	
Approach is/was viably replicable in AJISS context	

Assessment Factor 2: The bid demonstrates tangible benefits to achieving the desired relational or	utcomes.

Tangible Benefit	Desired Relational Outcome (PWS or Relational Charter Reference)	Notes (Effect)

Requirement Guideance for Information Sharing

Relationship Management Plan (RMP) – approach proposed for AJISS	Notes
Obtaining relevant technical/planning/financial info from DND	
Information sharing is <u>collaboratively planned</u>	
Information provision is open and accessible	
Information provision is proactive and timely	
Information provision <u>enhances ISS'</u> <u>efficiency/effectiveness</u>	
<u>Providing relevant technical/planning/financial info</u> to DND	
Information sharing is collaboratively planned	
Information provision is <u>open, accessible and user-</u> friendly	
Information provision is proactive, responsive and timely	
Information provision <u>enhances DND's insight &</u> oversight	

Requirement Guideance for Information Sharing

Bid response - experience implementing the proposed approach (<i>3 page limit</i>)	Notes
Experience <u>getting technical/planning/financial info</u> from client	
Experience <u>collaboratively planning</u> information exchange	
Experience providing info in an <u>open and accessible</u> manner	
Experience providing info in proactive and timely manner	
Observed benefits to ISS' efficiency/effectiveness from info	
Experience <u>giving technical/planning/financial info</u> to the client	
Experience <u>collaboratively planning</u> information exchange	
Experience providing info in <u>open/accessible/user-friendly</u> way	
Experience providing info in <u>proactive/responsive/timely</u> way	
Observed benefits to client's insight & oversight	

Requirement Guideance for Information Sharing

General – RMP and bid response	Notes
Level of <u>detail</u>	
Specific <u>actions / tools / techniques / processes / resources</u> cited	
Approach is/was <u>collaborative</u>	
Approach is/was <u>efficient</u> (in terms of time, cost & people)	
Approach is/was viably replicable in AJISS context	

Assessment Factor 2: The bid demonstrates tangible benefits to achieving the desired relational or	utcomes.

Tangible Benefit	Desired Relational Outcome (PWS or Relational Charter Reference)	Notes (Effect)

Relationship Management Plan (RMP) – approach proposed for AJISS	Notes
How will <u>decision-making authority be delegated</u> to lower levels	
How will authorities be <u>pre-defined/documented</u> <u>collaboratively</u>	
How will <u>initiative/risk-taking/tolerating failure be</u> encouraged	
How will decision-making processes be streamlined	
How will <u>risks be collaboratively/proactively</u> identified/evaluated	
How will risks be collaboratively prevented/mitigated	
How will risk management processes be streamlined	
How will <u>issues be collaboratively/proactively</u> identified/evaluated	
How will issues be collaboratively prevented/resolved	
How will issue management processes be streamlined	
How will <u>changes be assessed/implemented</u> <u>collaboratively</u>	
How will change management be <u>informal/flexible/adaptable/timely</u>	
How will change management processes be streamlined	

How will disputes be identified/evaluated collaboratively	
How will disputes be <u>resolved</u> informally/personally/early/quickly	
How will dispute resolution processes be streamlined	
Bid response - experience implementing the proposed approach (2 examples of each; 6 page limit)	Notes
Experience delegating decision-making to lower levels	
Experience <u>pre-defining/documenting</u> authorities collaboratively	
Experience <u>encouraging initiative/risk-taking/tolerating</u> <u>failure</u>	
Experience with <u>streamlined processes</u> for decision- making	
Experience <u>identifying/evaluating risks</u> collaboratively/proactively	
Experience collaboratively preventing/mitigating risks	
Experience with <u>streamlined processes</u> for risk management	
Experience <u>identifying/evaluating issues</u> collaboratively/proactively	
Experience collaboratively preventing/resolving issues	
Experience with <u>streamlined processes</u> for issue management	

Experience <u>assessing/implementing changes</u> <u>collaboratively</u>	
Experience effecting changes informally/flexibly/adaptably/timely	
Experience with <u>streamlined processes</u> for change management	
Experience identifying/evaluating disputes collaboratively	
Experience resolving disputes informally/personally/early/quickly	
Experience with <u>streamlined processes</u> for dispute resolution	
General – RMP and bid response	Notes
Level of <u>detail</u>	
Specific <u>actions / tools / techniques / processes / resources</u> cited	
Approach is/was collaborative	
Approach is/was <u>efficient</u> (in terms of time, cost & people)	
Approach is/was viably replicable in AJISS context	

Assessment Factor 2: The bid demonstrates tangible benefits t	to achieving the desired relational outcomes.

Tangible Benefit	Desired Relational Outcome (PWS or Relational Charter Reference)	Notes (Effect)

Relationship Management Plan (RMP) – approach proposed for AJISS	Notes
How will innovation and continual improvement be promoted	
How will innovation and continual improvement be managed	
How will it be <u>communicated</u> to staff and <u>championed</u> by mgmt	
How will innovation and continual improvement be <u>rewarded</u>	
How will a <u>culture of entrepreneurship/initiative</u> be created	

Bid response - experience implementing the proposed approach (2 page limit)	Notes
Experience <u>promoting</u> innovation and continual improvement	
Experience <u>managing</u> innovation and continual improvement	
Experience <u>communicating</u> it to staff and mgmt <u>championing</u> it	
Experience <u>rewarding</u> innovation and continual improvement	
Experience creating a <u>culture of</u> entrepreneurship/initiative	
Benefits observed from innovation and continual improvement	
Example that increased performance without increasing cost	
Example that decreased cost without decreasing performance	

General – RMP and bid response	Notes
Level of <u>detail</u>	
Specific <u>actions / tools / techniques / processes / resources</u> cited	
Approach is/was <u>collaborative</u>	
Approach is/was <u>efficient</u> (in terms of time, cost & people)	
Approach is/was viably replicable in AJISS context	

Assessment Factor 2: The bid demonstrates tangible benefits to achieving t	he desired relational outcomes.

Tangible Benefit	Desired Relational Outcome (PWS or Relational Charter Reference)	Notes (Effect)