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SOLICITATION AMENDMENT

MODIFICATION DE L'INVITATION

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

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

Comments - Commentaires

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Title - Sujet Accounts Receivable Modernization	
Solicitation No. - N° de l'invitation G9292-175477/A	Amendment No. - N° modif. 002
Client Reference No. - N° de référence du client G9292-175477	Date 2016-07-29
GETS Reference No. - N° de référence 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 2016-08-03	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
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AMENDMENT 002

This amendment is raised to:

1. Add sections 7.7, 7.8 and 7.15 to the Annex A – Statement of Work as detailed below; and
2. Amend Appendix A to Annex A - Technical Criteria as detailed below.

At Annex A – Statement of Work is amended as follows:

DELETE Annex A – Statement of Work dated July 12, 2016

INSERT *Annex A – Statement of Work revised July 28, 2016*

At Appendix A to Annex A – Technical Criteria, Attachment (SAP Data conversion) Number #13 is amended as follows:

DELETE Attachment (SAP Data conversion) Number #13 dated July 12, 2016

INSERT *Attachment (SAP Data conversion) Number #13 revised July 28, 2016*

At Appendix A to Annex A – Technical Criteria, Attachment (Reporting – BW/BI) Number #14 is amended as follows:

DELETE Attachment (Reporting – BW/BI) Number #14 dated July 12, 2016

INSERT *Attachment (Reporting – BW/BI) Number #14 revised July 28, 2016*

At Appendix A to Annex A – Technical Criteria, Attachment (Courseware Developer) Number #15 is amended as follows:

DELETE *Attachment (Courseware Developer) Number #15 dated July 12, 2016*

INSERT *Attachment (Courseware Developer) Number #15 revised July 28, 2016*

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Revised July 28th, 2016

ANNEX A **STATEMENT OF WORK** **ACCOUNTS RECEIVABLE MODERNIZATION**

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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).

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

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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

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
- 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

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- 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

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;
- 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.

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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.

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

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KEY INTERNAL STAKEHOLDERS	WHO	PROJECT ROLE	
		recorded in DARS. It is used to record 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	<p>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.</p> <p>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.</p>	

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3.2 External Stakeholders

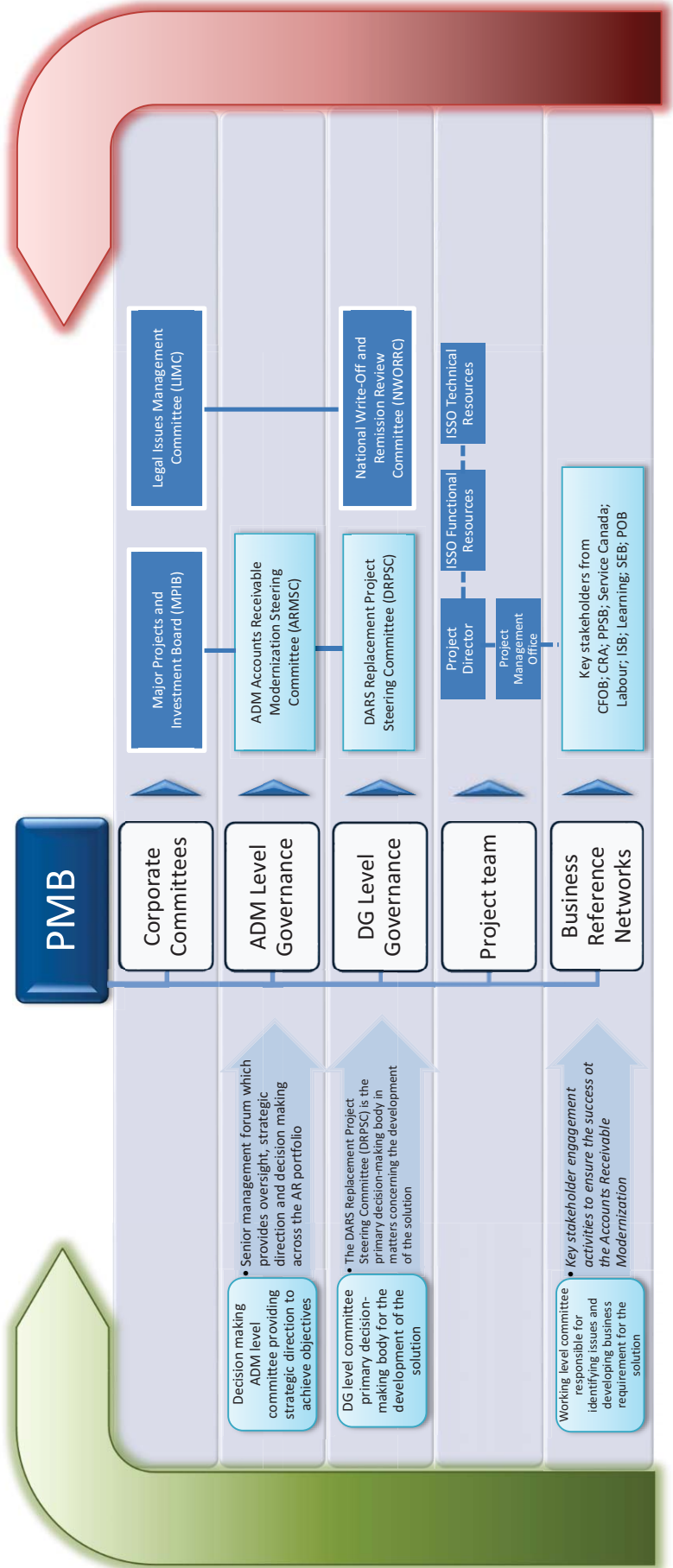
KEY INTERNAL STAKEHOLDERS	WHO	PROJECT ROLE
Treasury Board Secretariat	Office of the Comptroller General (OCG)	Provides oversight and guidance to the project. Ensuring adherence/compliance in the context of standardized Financial Management Business Processes (FMBP), Common Enterprise Data (CEDI) and 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
 ESB ~ Enterprise Service Bus
 ESDC ~ Employment and Social Development Canada's
 FMBP ~ Financial Management Business Processes
 FMSC ~ Financial Management System Configuration

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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.

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)

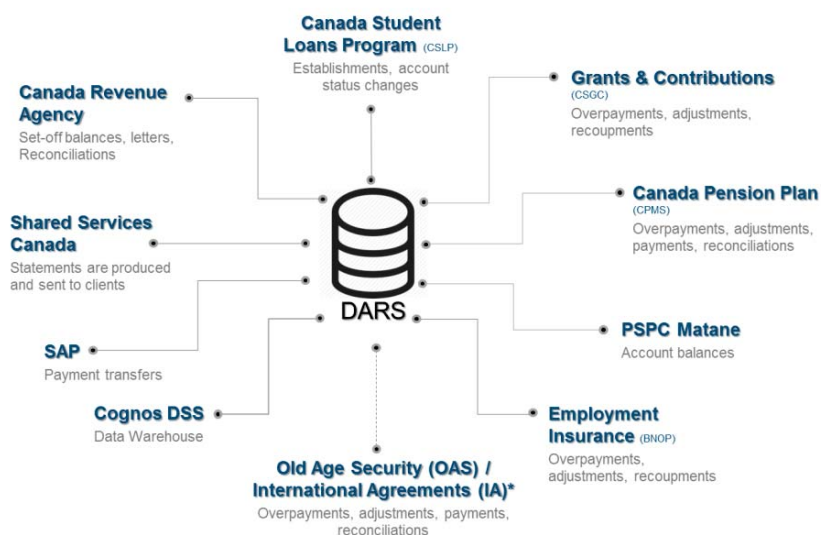
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Number of partner systems:	11
Number of interfaces:	28

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 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+

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Test Management Tool	HP Application Lifecycle Management SAP Solution Manager connector to HP ALM
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 Infrastructure	SAP ECC 6.0 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)):

- 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.

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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
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	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: 7.1.2.1. Develop functional and technical architectures, frameworks and strategies,

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	<p>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> <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</p>
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	<p>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> <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);

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- b. SAP Solution Manager(SolMan) 7.0 and above
- 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 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+);

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k. SAP Business Workflow; -

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

- 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;

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- xxiii. SAP Master Data Governance (MDG);
- xxiv. SAP Public Sector Industry Solution;
- 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> <ul style="list-style-type: none"> 7.2.2.1. Participate and provide guidance in the development of functional plans, directives, standards and procedures related to the SAP application area; 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; 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; 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+); 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; 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; 7.2.2.7. Identify, document roles, authorizations and security requirements; 7.2.2.8. Interact with other teams to understand schedule dependencies, resolve cross-team issues, and ensure milestones are met; 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); 7.2.2.10. Create learning material and Deliver end-user training;

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	<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>
7.2.3 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>7.2.3.1. 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 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);
- 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);

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- 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;
- 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);

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- 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	<p>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</p> <ul style="list-style-type: none"> 7.3.2.1. Participate and provide guidance in the development of functional plans, directives, standards and procedures related to SAP AR; 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; 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; 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+); 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

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	<p>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> <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>

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	7.3.3.6	Recommendations Reports;
	7.3.3.7	Presentation and training material and execution;
	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;
	7.3.3.9	Status update presentations in electronic format such as Microsoft Word; and,
	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.

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);
- 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);

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- 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);
- 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);

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- 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)

7.3.6 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</p>

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	<p>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 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>

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	<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> <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 7.4.2 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:

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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 ;
- 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);

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- xxii. SAP Sales & Distribution (SD);
- 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,
- 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

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	<p>Preparation, Go-Live Support and/or Run phases:</p> <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> <p>7.5.2.12. Assist in developing and presenting various project status updates as well as project deliverables, and</p>
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	7.5.2.13. Any other Work related to this category.
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);
- b. SAP Solution Manager 7.0 or above (SolMan)
- c. SAP Enterprise Central Component (ECC) 6.0;
- d. SAP CRM 7.0

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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);
- xii. SAP Travel Management (TM);
- xiii. SAP Business Intelligence (BI);
- xiv. SAP Cross Application Time Sheets (CATS);

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- 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,
- xxxvii. SAP Human Capital Management (HCM)

7.6 A2 - ERP Functional Analyst - SAP Functional Analyst (Level 3) Interfaces & Legacy Systems

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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> <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>

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	<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>
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>

7.6.4 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 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.

7.6.5 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);

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- 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,
- xxxvii. SAP Human Capital Management (HCM)

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7.7 A2 - ERP Functional Analyst - SAP Functional Analyst (Level 3) Reporting.	
7.7.1 General responsibilities	Develop and document functional business and/or system requirements.
7.7.2 Tasks	<p>The ERP Functional Analyst - SAP Functional Analyst (Level 3) Reporting - 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> <ul style="list-style-type: none"> 7.7.2.1. Participate and provide guidance in the development of functional plans, directives, standards and procedures related to SAP Reporting; 7.7.2.2. Provide guidance and advice on SAP best practices as they relate to the SAP Reporting 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; 7.7.2.3. Provide guidance and advice on SAP best practices as they relate to the SAP reporting 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+); 7.7.2.4. Provide expertise and guidance in troubleshooting and fixing incidents/problems as they may occur during the deployment and testing of the report 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; 7.7.2.5. Identify, document roles, authorizations and security requirements; 7.7.2.6. Interact with other teams to understand schedule dependencies, resolve cross-team issues, and ensure milestones are met; 7.7.2.7. Support the SAP DARS Replacement team in developing requirements, designs and configuration, documentation and testing of Reports Interface Conversion Enhancement Forms Workflow (RICEFW); 7.7.2.8. Create learning material and Deliver end-user training; 7.7.2.9. 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; 7.7.2.10. 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; 7.7.2.11. Provide timely and complete knowledge transfer to ESDC's project staff

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	<p>through individual and group training, shadowing, demonstrations including completeness of documentation;</p> <p>7.7.2.12. Assist in developing and presenting various project status updates as well as project deliverables, and</p> <p>7.7.2.13. 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. Business requirement documents;</p> <p>7.7.3.2. Functional design documents;</p> <p>7.7.3.3. Reporting specification document;</p> <p>7.7.3.4. Detailed configuration documents;</p> <p>7.7.3.5. Reports Interface Conversion Enhancement Forms Workflow (RICEFW) documentation;</p> <p>7.7.3.6. Problem Analysis Reports;</p> <p>7.7.3.7. Recommendations Reports;</p> <p>7.7.3.8. Presentation and training material and execution;</p> <p>7.7.3.9. 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>7.7.3.10. 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:

- 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;

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d. SAP Business Warehouse (BW).

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 HANA;
- iv. HP Application Lifecycle Management (ALM); and
- v. ANCILE uPerform.

7.7.5 Functional Modules / Expertise:

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

- a. SAP Business Warehouse (BW);
- b. SAP Business Objects (BO);

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);

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- xiv. SAP Cross Application Time Sheets (CATS);
- xv. SAP Governance, Risk & Compliance (GRC);
- xvi. SAP Identity Management (IDM);
- xvii. SAP Roles & Authorizations (R&A);
- xviii. SAP Salary Forecasting Tool (SFT);
- xix. SAP Business Planning & Consolidation (BPC);
- 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,
- xxxvii. SAP Human Capital Management (HCM)

7.8 A2 - ERP Functional Analyst - SAP Functional Analyst (Level 3) Data Conversions

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7.8.1 General responsibilities	Develop and document functional business and/or system requirement.
7.8.2 Tasks	<p>The ERP Functional Analyst - SAP Functional Analyst (Level 3) Data conversions 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> <ul style="list-style-type: none"> 7.8.2.1. Participate and provide guidance in the development of functional plans, directives, standards and procedures related to SAP data conversions; 7.8.2.2. Provide guidance and advice on SAP best practices as they relate to the SAP data conversion 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; 7.8.2.3. Provide guidance and advice on SAP best practices as they relate to the SAP data conversions 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+); 7.8.2.4. Provide expertise and guidance in troubleshooting and fixing incidents/problems as they may occur during the deployment and testing of the data conversion 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; 7.8.2.5. Review ESDC data conversion requirements, including background material, owners and solution target; 7.8.2.6. Conduct assessment and classification of data conversions; 7.8.2.7. Conduct analysis on data conversions functions and capacity; 7.8.2.8. Evaluation and assess data requirements 7.8.2.9. Identify, document roles, authorizations and security requirements; 7.8.2.10. Execute data validation and transformation prior to conversion; 7.8.2.11. Interact with other teams to understand schedule dependencies, resolve cross-team issues, and ensure milestones are met; 7.8.2.12. Lead the SAP data conversion team in developing requirements, designs and configuration, documentation and testing of Reports Interface Conversion Enhancement Forms Workflow (RICEFW); 7.8.2.13. Create learning material and Deliver end-user training; 7.8.2.14. Train ESDC employees (various audience profiles) on exactly what they need to

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	<p>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>7.8.2.15. 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>7.8.2.16. 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>7.8.2.17. Assist in developing and presenting various project status updates as well as project deliverables., and</p> <p>7.8.2.18. 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. Data conversion plan and approach;</p> <p>7.8.3.2. Business data requirement documents</p> <p>7.8.3.3. Functional design documents</p> <p>7.8.3.4. Data quality assessment documents;</p> <p>7.8.3.5. Data conversion inventory;</p> <p>7.8.3.6. Data transformation</p> <p>7.8.3.7. Reports Interface Conversion Enhancement Forms Workflow (RICEFW) documentation;</p> <p>7.8.3.8. Problem Analysis Reports;</p> <p>7.8.3.9. Recommendations Reports;</p> <p>7.8.3.10. Presentation and training material and execution;</p> <p>7.8.3.11. 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>7.8.3.12. Status update presentations in electronic format such as Microsoft Word; and,</p>

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	7.8.3.13. Any other project deliverables related to the tasks identified in Section 7.8.2 above, will be specified in the Task Authorization.
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7.8.4 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;

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);
- vi. SAP Process Orchestration (PO);

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- vii. SAP HANA;
- viii. HP Application Lifecycle Management (ALM); and
- ix. ANCILE uPerform.

7.8.5 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)

7.9 P1 - Change Management Consultant - SAP Change Management Expert (Level 3)	
7.9.1 General responsibilities	Project change management activities.
7.9.2 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> <p>7.9.2.1. Analyze and develop Change Management strategy;</p> <p>7.9.2.2. Ensures that the change request management process is followed and that only authorized changes are implemented;</p>

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	<p>7.9.2.3. Ensures changes conform to process standards and principles;</p> <p>7.9.2.4. Coordinates the collection and presentation of changes to appropriate governance;</p> <p>7.9.2.5. Receives and validates initial priorities to changes, updates change status, closes changes;</p> <p>7.9.2.6. Return changes that do not meet the defined requirements;</p> <p>7.9.2.7. Refers changes to Service Providers for impact analysis and to help identify areas of possible impact;</p> <p>7.9.2.8. Monitors on-going progress of changes through their lifecycle;</p> <p>7.9.2.9. Tables and circulates all changes, Agendas and other pertinent material for change governance meetings;</p> <p>7.9.2.10. Approves changes on behalf of the solution director;</p> <p>7.9.2.11. Participates in other process initiatives and process reviews;</p> <p>7.9.2.12. Manages the urgent category changes and escalation process;</p> <p>7.9.2.13. 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>7.9.2.14. Communicates and tracks the status of changes to Change Requestors and key stakeholders;</p> <p>7.9.2.15. Documents results of production change request management;</p> <p>7.9.2.16. Reviews effectiveness and efficiency of the change request management process and identifies opportunities for process improvement;</p> <p>7.9.2.17. Defines and develops change request management process metrics and reporting requirements</p> <p>7.9.2.18. Ensures change request management process, sub-processes and tools integrate with other processes (e.g. Release & Deployment Management);</p> <p>7.9.2.19. 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>
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	7.9.2.20. Any other Work related to this category.
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. Change Management Strategy and Plan;</p> <p>7.9.3.2. Change Management Process including escalation process</p> <p>7.9.3.3. Change Management governance;</p> <p>7.9.3.4. Risk management strategy report;</p> <p>7.9.3.5. Risk and issues log;</p> <p>7.9.3.6. A detailed Project Plan for Change Management including tasks, resource requirements, work effort, dependencies and associated cost estimates;</p> <p>7.9.3.7. A schedule that establishes milestones and critical path as well as for project monitoring and reporting;</p> <p>7.9.3.8. Presentation and Training material;</p> <p>7.9.3.9. 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>7.9.3.10. Status update presentations in electronic format such as Microsoft Word; and,</p> <p>7.9.3.11. 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:

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 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:

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

7.9.5 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);
- 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);

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- 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)

7.9.6 Certifications:

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

- ❖ Not applicable.

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7.10 P1 - Change Management Consultant - SAP Organizational Change Management Expert (Level 3)	
7.10.1 General responsibilities	Change impact analysis activities.
7.10.2 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> <p>7.10.2.1. Analyze and develop business critical success factors;</p> <p>7.10.2.2. Analyze and develop Organizational Change Management strategy;</p> <p>7.10.2.3. Develop and execute an Organizational Change Management plan;</p> <p>7.10.2.4. Coordinates the collection and presentation of changes and impacts to appropriate governance;</p> <p>7.10.2.5. Refers changes to Service Providers for impact analysis and to help identify areas of possible impact;</p> <p>7.10.2.6. Monitors on-going progress of changes through their lifecycle;</p> <p>7.10.2.7. Tables and circulates changes and impacts, Agendas and other pertinent material for change governance meetings;</p> <p>7.10.2.8. Participates in other process initiatives and process reviews;</p> <p>7.10.2.9. 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;</p> <p>7.10.2.10. Communicates and tracks the status of changes to Change Requestors and key stakeholders;</p> <p>7.10.2.11. Documents results of organizational change management;</p> <p>7.10.2.12. Defines and develops organizational change management process metrics and reporting requirements</p> <p>7.10.2.13. Ensures organizational change management process, sub-processes and tools integrate with other processes (e.g. Release & Deployment Management);</p> <p>7.10.2.14. 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 management process is working well and ensuring that corrective action is taken when the process falters, and</p>

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	7.10.2.15. Any other Work related to this category
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. Communications Strategy and Plan;</p> <p>7.10.3.2. Change Management Strategy and Plan;</p> <p>7.10.3.3. Training Strategy, Approach and Plan;</p> <p>7.10.3.4. A detailed Project Plan for Change Management including tasks, resource requirements, work effort, dependencies and associated cost estimates;</p> <p>7.10.3.5. A schedule that establishes milestones and critical path as well as for project monitoring and reporting;</p> <p>7.10.3.6. Presentation and Training material;</p> <p>7.10.3.7. 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>7.10.3.8. Status update presentations in electronic format such as Microsoft Word; and,</p> <p>7.10.3.9. 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:

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

7.10.5 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);

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- 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 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);

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- xxix. SAP Test Acceleration and Optimization (TAO);
- xxx. SAP HP Application Lifecycle Management (ALM);
- xxxi. SAP Testing Tools;
- xxxii. SAP Accelerated SAP (ASAP);
- 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)

7.11 P9 - Project Manager – SAP Project Manager (Level 3)	
7.11.1 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.
7.11.2 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> <p>Manage functional and/or technical requirements planning activities;</p> <p>7.11.2.1. Implement reporting strategy and dashboard for functional and/or technical ERP deliverables;</p> <p>7.11.2.2. Participate in the development of Service Management requirements and practices required for the Project and In-Service Organization;</p> <p>7.11.2.3. Interact with other business and project teams to document and manage project schedule dependencies;</p> <p>7.11.2.4. Prepare terms of reference and agenda for project level working groups;</p> <p>7.11.2.5. Develop functional and/or technical risk management plan;</p> <p>7.11.2.6. Develop and maintain functional and/or technical ERP plans, tools, procedures and systems;</p> <p>7.11.2.7. Manage, coordinate and enforce the use of tools, procedures and systems</p>

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	<p>within the functional and technical teams;</p> <p>7.11.2.8. Prepare, refine, review written documentation, reports, dashboards and make oral presentations;</p> <p>7.11.2.9. 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>7.11.2.10. Identify and monitor risk throughout a project and prepare preventive, mitigating and contingency plans;</p> <p>7.11.2.11. 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>7.11.2.12. 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>7.11.2.13. Prepare, refine, review performance reports and facilitate integration with other tools/reports as necessary;</p> <p>7.11.2.14. Plan functional and/or technical deliverables based on ASAP methodology with participation of team leads;</p> <p>7.11.2.15. 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>7.11.2.16. Develop weekly status report for Functional and/or Technical Director, management and steering committee meetings;</p> <p>7.11.2.17. Provide timely and complete knowledge transfer to ESDC's project team staff through individual and group training, shadowing, demonstrations and written instructions;</p> <p>7.11.2.18. Assist in developing and presenting various project status updates as well as project deliverables, and</p> <p>7.11.2.19. Any other Work related to this category.</p>
7.11.3 Deliverables	The resource must provide, at a minimum, the following deliverables in a timely and quality

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	<p>manner. All deliverables are subject to the review and acceptance of the Technical Authority.</p> <p>7.11.3.1. Tracking report on functional and/or technical project plan and schedule;</p> <p>7.11.3.2. Document on Certification and Accreditation approach and deliverables;</p> <p>7.11.3.3. Plan and tracking report on functional and/or technical critical path based on Project baseline schedule;</p> <p>7.11.3.4. Phase and/or Project Close out report;</p> <p>7.11.3.5. Document on ESDC transport process and approval;</p> <p>7.11.3.6. ERP Release Management Strategy;</p> <p>7.11.3.7. Document detailing the Custom Development Approach and related functional and technical design templates;</p> <p>7.11.3.8. Solution Manager Implementation plan and schedule with technical and business requirements;</p> <p>7.11.3.9. Production cutover plan;</p> <p>7.11.3.10. 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>7.11.3.11. Status update presentations in electronic format such as Microsoft Word; and,</p> <p>7.11.3.12. Any other project deliverables related to the tasks identified in Section 7.11.2 above will be specified in the Task Authorization.</p>
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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. 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

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- 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).

7.11.5 Functional Modules / Expertise:

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

- i. SAP 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);

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- 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);
- 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)

7.11.6 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;

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- ❖ Agile Project Management Certification;
- ❖ PRINCE2 Accreditation (Foundation or Practitioner); and,
- ❖ ITIL Certification.

7.12 P5 - Project Executive	
7.12.1 General responsibilities	Responsible for the successful completion of all deliverables per resource category.
7.12.2 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>7.12.2.1. 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>7.12.2.2. The designated senior executive is the point of contact for the ESDC Executive Sponsor.</p> <p>7.12.2.3. 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>7.12.2.4. Manage several Project Managers, each responsible for an element of the project and its associated project team.</p> <p>7.12.2.5. Define and document project objectives, determine budget requirements.</p> <p>7.12.2.6. 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>7.12.2.7. Resolve issues related to the project</p> <p>7.12.2.8. Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems; work with a variety of project management tools.</p> <p>7.12.2.9. Create presentations and deliver to various stakeholders and facilitate meetings and discussions;</p> <p>7.12.2.10. Project sign-off,</p> <p>7.12.2.11. Any other Work related to this category.</p>

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7.12.3 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>7.12.3.1 Proposes TA resources according to agreed timelines;</p> <p>7.12.3.2 Any other project deliverables related to the tasks identified in Section 7.12.2 above will be specified in the Task Authorization.</p>
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7.12.4 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;

7.12.5 Functional Modules / Expertise:

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

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

7.13 A10 – Test Coordinator – SAP Project manager, Level 3	
7.13.1 General responsibilities	Plan, organize and schedule testing efforts.
7.13.2 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> <p>7.13.2.1. Coordinate the testing effort of the Project and stabilization effort;</p> <p>7.13.2.2. Manage and maintain the master data required for seeding of testing;</p> <p>7.13.2.3. Manage, track and report on all cycles and all types of testing;</p> <p>7.13.2.4. Landing testing, unit testing, integration testing, regression testing, performance testing, etc.</p> <p>7.13.2.5. Unit and development cycles, integration cycles, regression cycle and UAT cycles, etc.</p> <p>7.13.2.6. Providing guidance and advice on SAP best practices as they relate to the SAP environments for testing;</p> <p>7.13.2.7. Development and maintenance landscapes;</p> <p>7.13.2.8. Data seeding;</p>

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	<p>7.13.2.9. Test data preparation;</p> <p>7.13.2.10. Documentation and scripting;</p> <p>7.13.2.11. Manage, prepare and maintain test environments in HP Quality Center;</p> <p>7.13.2.12. Test requirements;</p> <p>7.13.2.13. Test sets;</p> <p>7.13.2.14. Test plans;</p> <p>7.13.2.15. Create progress reports;</p> <p>7.13.2.16. Manage, update, track and report on defects;</p> <p>7.13.2.17. Write, prepare, seed and execute test scripts;</p> <p>7.13.2.18. Interact with other business and project teams to document and manage project schedule dependencies;</p> <p>7.13.2.19. Prepare terms of reference and agenda for project level working groups;</p> <p>7.13.2.20. Manage, coordinate and enforce the use of tools, procedures and systems within the functional and technical teams;</p> <p>7.13.2.21. Prepare, refine, review written documentation, reports, dashboards and make oral presentations;</p> <p>7.13.2.22. 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>7.13.2.23. Prepare, refine, review performance reports and facilitate integration with other tools/reports as necessary;</p> <p>7.13.2.24. Plan functional and/or technical deliverables based on ASAP methodology with participation of team leads;</p> <p>7.13.2.25. Develop weekly status report for Functional and/or Technical Director, management and steering committee meetings;</p> <p>7.13.2.26. Provide timely and complete knowledge transfer to ESDC's project team staff through individual and group training, shadowing, demonstrations and written instructions;</p> <p>7.13.2.27. Assist in developing and presenting various project status updates as well as project deliverables., and</p> <p>7.13.2.28. Any other Work related to this category.</p>
7.13.3 Deliverables	The resource must provide, at a minimum, the following deliverables in a timely and

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	<p>quality manner. All deliverables are subject to the review and acceptance of the Technical Authority.</p> <p>7.13.3.1. Conception and maintenance of project and release test plan and schedule;</p> <p>7.13.3.2. Maintenance of project test strategy;</p> <p>7.13.3.3. Test Phase and/or Project Close out report;</p> <p>7.13.3.4. 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>7.13.3.5. Status update presentations in electronic format such as Microsoft Word; and,</p> <p>7.13.3.6. Any other project deliverables related to the tasks identified in Section 7.13.2 above will be specified in the Task Authorization.</p>
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7.13.4 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);

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x. Departmental Service Bus (DSB).

7.13.5 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);
- 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);

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- 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 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)

7.14 C3 – IT Security TRA and C&A Analyst - Level 3	
7.14.1 General responsibilities	Gather, analyze, recommend and write the Privacy Impact Assessment for the project.
7.14.2 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"> 7.14.2.1. Coordinate the gathering of information relative to the assessment of privacy, sensitivity and other type of information; 7.14.2.2. Analyze gathered information, including the review of current templates, initial documentation and other relevant information; 7.14.2.3. Document workflows 7.14.2.4. Meet and conduct meetings with internal and external stakeholders; 7.14.2.5. Write or amend Preliminary Privacy Impact Assessment documentation, including the identification of risk and mitigation strategies; 7.14.2.6. Write or amend Privacy Impact Assessment documentation, including the identification of risk and mitigation strategies; 7.14.2.7. Providing guidance and advice on SAP best practices as they relate to the SAP

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	<p>environments for management of private and/or sensitive information;</p> <p>7.14.2.8. Interact with other business and project teams to document and manage project schedule dependencies;</p> <p>7.14.2.9. Develop weekly status report for Functional and/or Technical Director, management and steering committee meetings;</p> <p>7.14.2.10. Provide timely and complete knowledge transfer to ESDC’s project team staff through individual and group training, shadowing, demonstrations and written instructions;</p> <p>7.14.2.11. Assist in developing and presenting various project status updates as well as project deliverables., and</p> <p>7.14.2.12. Any other Work related to this category.</p>
7.14.3	<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>7.14.3.1. Preliminary Privacy Impact Assessment document;</p> <p>7.14.3.2. Privacy Impact Assessment document;</p> <p>7.14.3.3. Risk and mitigation strategy document;</p> <p>7.14.3.4. Threat Risk Assessment Report;</p> <p>7.14.3.5. Compliance and Accreditation report;</p> <p>7.14.3.6. 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>7.14.3.7. Status update presentations in electronic format such as Microsoft Word; and,</p> <p>7.14.3.8. Any other project deliverables related to the tasks identified in Section 7.14.2 above will be specified in the Task Authorization.</p>

7.14.4 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;

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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 Governance Risk Compliance (GRC);
- iv. SAP Public Sector Industry Solution;

7.15 B9 – Courseware Developer – SAP Training, Documentation and Delivery (Level 2)	
7.15.1 General responsibilities	Plan, schedule, develop, document and deliver training.
7.15.2 Tasks	<p>The Courseware Developer – SAP Training, Documentation and Delivery (Level 2) 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"> 7.15.2.1. Perform needs assessment/analysis for training purposes; 7.15.2.2. Plan and monitor training projects; 7.15.2.3. Perform job, task, and/or content analysis; 7.15.2.4. Write criterion-referenced, performance-based objectives; 7.15.2.5. Recommend instructional media and strategies; 7.15.2.6. Develop performance measurement standards; 7.15.2.7. Write business process procedure documentation; 7.15.2.8. Develop training materials; 7.15.2.9. Prepare end-users for implementation of courseware materials; 7.15.2.10. Communicate effectively by visual, oral, and written form with individuals, small group, and in front of large audiences in classroom and using distance learning tools; 7.15.2.11. Interact with other teams to understand schedule dependencies, resolve cross-team issues, and ensure milestones are met; 7.15.2.12. Submit 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; and, 7.15.2.13. Provide timely and complete knowledge transfer to ESDC’s project team staff

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	<p>through individual and group training, shadowing, demonstrations and written instructions;</p> <p>7.15.2.14. Assist in developing and presenting various project status updates as well as project deliverables, and</p> <p>7.15.2.15. Any other Work related to this category.</p>
7.15.3 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>7.15.3.1. Business Process Procedures;</p> <p>7.15.3.2. Training course material;</p> <p>7.15.3.3. eTraining course material;</p> <p>7.15.3.4. 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>7.15.3.5. Any other project deliverables related to the tasks identified in Section 7.15.2 above will be specified in the Task Authorization.</p>

7.15.4 Technologies / Technical Expertise:

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

- a. Ancile UPerform;
- 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:

- 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);

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viii. SAP Service Oriented Architecture (SOA);

ix. OpenText Invoice Capture Center (ICC);

7.15.5 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);
- 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);

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- 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 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)

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;

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- 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

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

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

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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

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

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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.

- 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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ATTACHMENT (SAP Data conversion) Number #13

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) Data conversion

(a) Mandatory Requirements

Mandatory (M) Requirements for A.2 SAP Data conversion (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.		

(b) Rated Requirements

Rated (R) Requirements and scoring scheme for *A.2 SAP Data conversion (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.	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 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 	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
	and Disbursements (PSCD).		
R-9	The bidder’s proposed resource should demonstrate experience with SAP data conversion tools.	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 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-11	The bidder’s proposed resource should demonstrate experience in developing and enhancing reports in the area of data conversions to meet business requirements.	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 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: 47		Total Points obtained:	
<i>Note: To be deemed responsive, the resource must obtain minimum of 33 points (70%).</i>			

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ATTACHMENT (Reporting – BW/BI) Number #14

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) Reporting (BW/BI)

(a) Mandatory Requirements

Mandatory (M) Requirements for A.2 SAP Reporting (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 Business Warehouse (BW) as a Functional Analyst.		

(b) Rated Requirements

Rated (R) Requirements and scoring scheme for *A.2 SAP Reporting - SAP Reporting (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 bidders proposed resource should demonstrate experience working with Business Warehouse (BW).	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	
R-7	The bidders proposed resource should demonstrate experience working with Business Warehouse (BW) on Hana.	More than 12 months - 2 points	
R-8	The bidders proposed resource should demonstrate experience working with Business Objects (BO).	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 production support experience in troubleshooting and fixing incidents/problems in the area of SAP Reporting.	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"> 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-11	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-12	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-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: 49		Total Points obtained:	
<i>Note: To be deemed responsive, the resource must obtain minimum of 34 points (70%).</i>			

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ATTACHMENT (Courseware Developer) Number # 15

EVALUATION CRITERIA FOR THE PROPOSED RESOURCE(S)

- MANDATORY AND RATED REQUIREMENTS

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1. B.9 Courseware Developer – Training, documentation and Delivery (Level 2)

(a) Mandatory Requirements

Mandatory (M) Requirements for B.9 Courseware Developer (Level 2):

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 seven (7) years of experience as a courseware developer within the last 10 years from the time of bid closing.		
M-2	The bidder’s proposed resource must demonstrate experience working with SAP version ECC 6.0 as a Functional Analyst.		
M-3	The bidder’s proposed resource must demonstrate experience working with Ancile UPerform.		

(b) Rated Requirements

Rated (R) Requirements and scoring scheme for *B.9 Courseware Developer (Level 2)*:

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
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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; Adult learning certification <i>A copy of the certification(s) must be included with the proposal.</i>	3 points for any SAP certification 3 points for any adult learning certification Max 6 points.	
R-4	The bidder's proposed resource should demonstrate experience working with SAP version ECC 6.0 as a courseware developer.	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 CRM 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 in using Ancile UPerform as a courseware developer.	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 providing in class or virtual class training.	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 specific to all of the following courseware development activities: <ul style="list-style-type: none"> Development of business requirement Development of Impact 	24-36 months - 1 point 37-48 months - 2 points More than 48 months - 4 points	

Solicitation No. – N° de l’invitation G9292-175477/A	Amd. No – N° de la modif. 002	Buyer ID – Id de l’acheteur 620ZM
Client Ref. No. – N° de réf. De client G9292-175477	File No. – N° du dossier 620ZM -G9292-175477	CCC No./ N° CCC – FMS No/ N° VME

R #	Rated Requirements	Scoring Scheme	Substantiating Detail Page No/ Paragraph number
	Assessments <ul style="list-style-type: none"> • Development of documentation • Development of training documentation • Development of elearning documentation 		
Total Points assigned: 34		Total Points obtained:	
<i>Note: To be deemed responsive, the resource must obtain minimum of 24 points (70%).</i>			