

## Annex 4

### WPC RFI Questions

- 1 The Work Period Contracts will be managed as a relational contract, which represents a collaborative approach to meeting the operational requirements of the RCN. Canada and the Contractor will jointly develop a Relationship Charter (RC) that will outline common goals, desired behaviours, joint governance, and collaborative processes. The purpose of the Relationship Charter is to ensure that Canada and the Contractor remain in an aligned relationship that delivers sustained value to both parties over the long term. It will include a series of mutually agreed upon processes to increase collaboration. It is through effective collaboration that a work environment that engenders trust, promotes innovation and best practice development is established. This relational contracting environment will include a governance approach.  

How would industry implement a relational contracting environment with the aim of optimizing support services for all participating stakeholders for the conduct of this work?  
What are the issues/concerns that Industry has regarding Relational Contracting?
- 2 Canada intends to host Industry Days and hold One-on-One meetings with Industry regarding the long-term support of the Work Periods. Can Industry propose any specific topics for discussion?
- 3 The In-Service Support (ISS) of the *Halifax*-Class comprises many stakeholders including the RCN, DGMEPM, other ADM(Mat) agencies, PSPC, ISED Canada, and *Halifax*-class ISS contractors. The ISS stakeholders must cooperate within a collaborative management framework to ensure *Halifax*-class sustainment is professionally and cooperatively managed. The Contractor must work with the *Halifax*-class ISS stakeholders, the authorized representatives of the ISS stakeholders to meet the requirements of the WPC.  

What are your current procedures to accommodate Original Equipment Manufacturer (OEM)/In-Service Support (ISS) contractors that will be accessing your facility to conduct work on their equipment/system? Outline any constraints for collaborative work environment.
- 4 Performance Management is fundamental to the WPC. Performance Management will enable Canada to assess, measure, adjust and monitor the Contractor's Performance. A Performance Management Framework will be established to continuously improve the efficiency and effectiveness of the work performed to benefit Canada and the Contractor.  

What measurement tools has industry used to track schedule and budget against a plan other than Earned Value? Can Industry propose potential Key Performance Indicators (KPIs) or performance measures that Canada should consider to incentive Industry?
- 5 What work completion/reporting methods do Industry use to demonstrate work progression for scope, cost and schedule? What tracking and reporting tools does Industry use to track and demonstrate (to clients) performance and work deliverables?

- 6 Based on the Statement of Objectives (SOO), the achievement of schedule to ensure primacy of operations is important to DND. Can industry provide a strategy to meet DND schedule in the face of additional work?

In the event of unscheduled work, Industry is to confirm that they can meet a 14 day turnaround time to react to the additional work and provide:

- a. A quote;
  - b. Updated WBS activities; and
  - c. Updated schedule.
- 7 DND, RCN is planning, as a minimum, to achieve 10,000 hrs per week for Work Periods. How much production Level of Effort (LOE) can industry commit to on a weekly basis in order to maintain schedule for a 250, 000 to 300, 000 hour work package? What are the challenges and constraints that will impact Industry in achieving this for performance measurement and assessment?
  - 8 How does industry plan to maintain business capacity to mitigate Work force disruption between DND work periods (typically 20-30 weeks a year)?
  - 9 Please identify any other risks, issues, concerns or recommendations not addressed above or in the attached documents.
  - 10 The work period execution itself is only a portion of the effort necessary to achieve the RCN ship availability requirements. Is Industry willing to agree to performance measurement and assessment (with possible incentives) that are dependent upon the collaborative effort of two or more industry providers?