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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

Vendor/Firm Name and Address

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Title - Sujet Professional Services Resources	
Solicitation No. - N° de l'invitation W8474-187474/A	Amendment No. - N° modif. 004
Client Reference No. - N° de référence du client W8474-187474	Date 2017-12-05
GETS Reference No. - N° de référence de SEAG PW-\$IPS-011-31974	
File No. - N° de dossier 011ips.W8474-187474	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2017-12-14	Time Zone Fuseau horaire Eastern Standard Time EST
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: Tardif, Jean-Francois	Buyer Id - Id de l'acheteur 011ips
Telephone No. - N° de téléphone (819) 420-6351 ()	FAX No. - N° de FAX () -
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction: To be inserted upon award	

Instructions: See Herein

Instructions: Voir aux présentes

Delivery Required - Livraison exigée	Delivery Offered - Livraison proposée
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Signature	Date

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Amendment to the Solicitation 004

This amendment to the solicitation is raised to:

1. Provide answers to Bidders questions in relation to this Request for Proposal (RFP);
and
2. Replace the following documents:
 - a. Delete in its entirety: Annex A – SOW (Revised on 23 Nov 2017)

and

Replace with: Annex A – SOW (Revised on 04 Dec 2017)
 - b. Delete in its entirety: Annex B – Basis of Payment

and

Replace with: Annex B – Basis of Payment (Revised 04 Dec 2017)
 - c. Delete in its entirety: Appendix C to Annex A (Revised on 23 Nov 2017)

and

Replace with: Appendix C to Annex A (Revised on 04 Dec 2017)
 - d. Delete in its entirety: 4.1 – Mandatory Technical Criteria (Revised on 23 Nov 2017)

and

Replace with: Attachment 4.1 – Mandatory Technical Criteria (Revised on 04 Dec 2017)
 - e. Delete in its entirety: Attachment 4.3 – Pricing Schedule

and

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Replace with: Attachment 4.3 – Pricing Schedule (Revised on 04 Dec 2017)

1. Answers to Questions 16 and 17:

Question #16:

Re: C.3 IT Security TRA and C&A Analyst: DND indicated that this resource is required to “amend and potentially create documentation as the solution changes”. In our experience the documentation is developed and maintained by the functional and technical experts conducting the work. Further, the category of a Technical Writer can assist as needed. We have never seen a TRA and C&A analyst included as part of our engagements.

By the unusual inclusion of this Cyber security role, DND will be precluding a large PeopleSoft talent pool for the Federal Government from bidding – all for the sake of a single resource or 2% of the overall requirement. We simply do not believe that this is in DND’s best interest nor is it fair to Bidders who focus on PeopleSoft resources.

As such we respectfully urge DND to reconsider their position and remove this anomalous role from the RFP.

Answer #16

Canada agrees to remove the C.3 IT Security TRA and C&A Analyst from the solicitation. As such, the following changes are made to the solicitation:

Change #16:

In the RFP table at Article 1.2 i):

Delete the following row in its entirety:

C.3 IT Security TRA and C&A Analyst	LEVEL 3	1	1	1
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Change #17

In Annex A – SOW - Section 3.2 Tasks:

Delete the following in its entirety:

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Cyber Protection Services

a) C.3. IT Security TRA and C&A Analyst, Level 3

Change #18

In Annex A – SOW, Section 4.0 Tasks:

Delete the following in its entirety:

4.4 Cyber Protection Services

4.4.1 C.3 IT SECURITY TRA and C&A ANALYST (LEVEL 3)

- a) Review, analyze, and/or apply Federal, Provincial or Territorial IT Security policies, System IT Security Certification & Accreditation processes, IT Security products, safeguards and best practices, and the IT Security risk mitigation strategies;
- b) Identify threats to, and vulnerabilities of operating systems (such as MS, Unix, Linux, and Novell), and wireless architectures;
- c) Identify personnel, technical, physical, and procedural threats to and vulnerabilities of Federal, Provincial or Territorial IT systems;
- d) Develop reports such as: Data security analysis, Concepts of operation, Statements of Sensitivity (SoSs), Threat assessments, Privacy Impact Assessments (PIAs), Non-technical Vulnerability Assessments, Risk assessments, IT Security threat, vulnerability and/or risk briefings;
- e) Conduct Certification activities such as: Develop Security Certification Plans, Verify that security safeguards meet the applicable policies and standards, Validate the security requirements by mapping the system-specific security policy to the functional security requirements, and mapping the security requirements through the various stages of design documents, Verify that security safeguards have been implemented correctly and that assurance requirement have been met. This includes confirming that the system has been properly configured, and establishing that the safeguards meet applicable standards, Conduct security testing and evaluation (ST&E) to determine if the technical safeguards are functioning correctly, Assess the residual risk provided by the risk assessment to determine if it meets an acceptable level of risk;
- f) Conduct Accreditation activities such as: Review of the certification results in the design review documentation by the Accreditation Authority to ensure that

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the system will operate with an acceptable level of risk and that it will comply with the departmental and system security policies and standards and identify the conditions under which a system is to operate (for approval purposes). This may include the following types of approvals:

- i. Developmental approval by both the Operational and the Accreditation Authorities to proceed to the next stage in an IT system's life cycle development if sensitive information is to be handled by the system during development;
- ii. Operational written approval for the implemented IT system to operate and process sensitive information if the risk of operating the system is deemed acceptable, and if the system is in compliance with applicable security policies and standards; and
- iii. Interim approval - a temporary written approval to process sensitive information under a set of extenuating circumstances where the risk is not yet acceptable, but there is an operational necessity for the system under development;

g) Develop and deliver training material relevant to the resource category; and

h) Any other work related to this category.

Change # 19

In Appendix C to Annex A – Resources Assessment Criteria and Response Table:

Delete the following in its entirety from the table:

C.3. IT Security TRA and C&A Analyst – Level 3, Annex A, Statement of Work, Section 4.4.1				
M1	The Contractor’s proposed resource must demonstrate a minimum of 10 years of experience in conducting IT Security TRA and C&A activities in accordance with all of the policies, standards and guides listed below: a) The Policy on Government Security (PGS) and the PGS IT Security Standards and Directives;			

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	b) The Operational Security Standard: Management of IT Security (MITS); c) The CSEC ITSG-04 Harmonized Threat and Risk Assessment; and, d) MG-4 – A Guide to Certification and Accreditation for Information Technology Systems.			
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Change # 20:

In Appendix B – Basis of Payment:

Delete in its entirety the following rows:

- INITIAL CONTRACT PERIOD - YEAR 1
- INITIAL CONTRACT PERIOD - YEAR 2
- OPTION PERIOD - YEAR 1

C.3 IT Security TRA and C&A Analyst	Level 3	<i>To be inserted upon Contract award</i>
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Change # 21:

In ATTACHMENT 4.3 - PRICING SCHEDULE:

Delete in its entirety the following rows from the ATT 4.3 - Pricing Sheet tab:

- INITIAL CONTRACT PERIOD YEAR 1
- INITIAL CONTRACT PERIOD YEAR 2
- OPTION PERIOD

C.3 IT Security TRA and C&A Analyst	Level 3	1	220	-	\$
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Question #17:

Attachment 4.1 – Mandatory Technical Criteria MT11 states: “The Bidder’s proposed resource must demonstrate a minimum of 10 years of experience (as of bid closing date), in installing any PeopleSoft related software products (e.g. Weblogic, Tuxedo, PeopleTools version 8.4x (or higher), Cobol, Crystal, etc.) on Windows, Linux or Unix platforms using PeopleSoft Update Manager to apply application upgrades, patches and maintenance packs.

As the PeopleSoft Update Manager tool has only been in use for the last 3 or 4 years, it is not possible to demonstrate the minimum 10 years required to meet this mandatory criteria. Can the Crown please confirm that it is also acceptable for the resource to have applied maintenance packs/bundles etc. using Change Assistant?

Therefore we recommend that mandatory criteria MT11 be amended to read as follows:

The Bidder’s proposed resource must demonstrate a minimum of 10 years of experience (as of bid closing date), in installing any PeopleSoft related software products (e.g. Weblogic, Tuxedo, PeopleTools version 8.4x (or higher), Cobol, Crystal, etc.) on Windows, Linux or Unix platforms using PeopleSoft Update Manager **or Change Assistant** to apply application upgrades, patches and maintenance packs.

Answer #17: Canada concurs with the proposed change. As such, Mandatory Technical Criteria MT11 of Attachment 4.1 is modified as follows:

Delete Attachment 4.1, M11 in its entirety and replace with:

Attachment 4.1, MT11: The Bidder’s proposed resource must demonstrate a minimum of 10 years of experience (as of bid closing date), in installing any PeopleSoft related software products (e.g. Weblogic, Tuxedo, PeopleTools version 8.4x (or higher), Cobol, Crystal, etc.) on Windows, Linux or Unix platforms using PeopleSoft Update Manager **or Change Assistant** to apply application upgrades, patches and maintenance packs.

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ANNEX A
STATEMENT OF WORK
(REVISED 04 DEC 2017)

1.0 SCOPE

The Department of National Defence (DND) has a requirement for professional services for the support of its Human Resources Application Suite (HRAS). The HRAS is currently comprised of PeopleSoft version 8.9 for civilian personnel and version 7.5 for military personnel, as well as custom software applications. The PeopleSoft v.7.5 is currently being upgraded to PeopleSoft 9.1 (target date for go live is November 2017). As such, professional services will be required to stabilize the v. 9.1 application for a period of one year, as well as provide steady-state in-service support to v. 8.9, customized applications and v 9.1 post the stabilization period. The required services include general maintenance, troubleshooting, analysis and system development for this suite of applications in order to maintain operations for all Canadian Armed Forces (CAF)/DND users and locations.

1.1 Objective

The objective is to secure skilled contracted resources with the required expertise to maintain and deliver steady state in-service support and stabilization services for the HRAS and custom software applications.

1.2 Background

Director Human Resources Information Management (DHRIM) is responsible for the maintenance and in-service support of the DND's Human Resource Management Systems (HRMS) based on the PeopleSoft software and custom software human resources management software applications. DHRIM also maintains and provides support for the Regular and Reserve Force compensation applications as well as the corporate defence learning management applications. The HRAS is used by approximately 120,000 users across all defence environments (Land, Air, Sea and Civilian) all over the world.

DHRIM works with multiple clients within the CAF and Human Resources Civilian (HR Civ) communities within the DND to provide them effective, high-value, personnel management in-service support to enhance the operational efficiency of the CAF and HR Civ communities. A custom reporting solution, called Human Resources Reporting System, provides reports to support personnel management.

In 2005, the DND made the decision to have two (2) PeopleSoft environments. PeopleSoft version 8.9 supports the civilian workforce of the DND whereas PeopleSoft version 7.5 supports the CAF members. The CAF PeopleSoft is currently being upgraded to version 9.1, with an expected completion by fall of 2017. These two (2) PeopleSoft environments are integrated to allow for the exchange of data in order to reflect and support the integrated structure of the CAF and the DND. Please refer to section 6.0 Technical Environment for additional information on the current application environment.

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In addition to the PeopleSoft environments, HR custom applications such as the Electronic Selection Board (ESB), Performance Evaluation Report Monitoring (PERMON) and Personnel Electronic Records Management Information System (PERMIS) also require technical support. A sample of the various technologies in use with the custom applications includes C#, .Net, SQL Server and Oracle Forms.

As part of its in-service support functions, DHRIM manages the requirements of the organization, ensures system access and security, maintains a number of reporting options and capabilities, delivers training, and provides service desk support for end-users

1.3 Abbreviations and Acronyms

CAF	Canadian Armed Forces
CCL	Connectivity Check List
CONOPs	Concept of Operations
DHRIM	Director Human Resources Information Management
DND	Department of National Defence
HRAS	Human Resources Application Suite
HRMS	Human Resources Management System
IM/IT	Information Management/Information Technology
OGD	Other Government Departments
RFC	Request for Change
RFS	Request for Service
SOCD	Statement of Capability Deficiency
SOP	Standard Operating Procedures
SOR	Statement of Requirement
SOW	Statement of Work
TA	Technical Authority
TRA	Threat Risk Assessment
VTC	Video Teleconference

2.0 REFERENCE DOCUMENTS

- Interface diagram for the PeopleSoft v. 8.9 environment (Appendix E to Annex A);
- Interface diagram for the PeopleSoft v. 9.1 environment (Appendix F to Annex A); and
- Brief description of the technical environment associated with each custom application (Appendix G to Annex A).

3.0 REQUIREMENT

The requirement is for professional services to provide steady-state in-service support of Human Resources Application Suite (HRAS) comprised of PeopleSoft v. 8.9 and v. 9.1 as well as custom software applications. Furthermore, as the PeopleSoft v. 9.1 environment will have been recently upgraded, resources will be required for a stabilization period. The required services include general maintenance, troubleshooting, analysis and system development for this suite of applications in order to maintain operations for all Canadian Armed Forces (CAF)/DND users and locations.

The resources will be required to use the internal change management process which includes Problem Reports (PRs), Service Requests (SRs) and Change Requests (CRs). Examples of this

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type of work include analysis and repair of non-functioning application components, and maintenance of master data. Activities will include, but are not limited to:

- a. Identification of the cause of reported problems;
- b. Analysis and proposal of resolution;
- c. System configurations and development of various PeopleSoft modules and custom software applications as required;
- d. Update of documentation as necessary;
- e. Repair of interfaces with HRAS applications;
- f. Addition, deletion, or modification of master data;
- g. Addition, deletion, or modification of user accounts;
- h. Implementation of mandated changes to HRAS applications based on changes in GC legislation or central agency and DND/CAF policies and directives;
- i. Upgrade and maintenance of HRAS applications hardware, software and operating systems to take advantage of emerging technologies and functionality; and
- j. The resources must perform all the above service activities for all HRAS applications changes in accordance with change management practices within DND.

3.1 Scope of Work

The Contractor must:

- a) Supply necessary resources via Task Authorizations (TAs) on an “as and when requested” basis in the Resource categories described in this Statement of Work (SOW);
- b) Ensure that the resources are fluent in the language(s) specified in the TA;
- c) Ensure that the resources have the security clearance specified in the TA;
- d) Ensure that resources support operational working hours as specified in the TA; and
- e) Attend, as a minimum, quarterly meetings with the Technical Authority to review:
 - I. Financial elements of the Contract based on the monthly financial report; and
 - II. Other issues as deemed necessary by either party.

3.2 Tasks

The Contractor must provide resources for the following categories:

Application Services:

- a) A.1. Application/Software Architect (PeopleSoft), Level 3
- b) A.2. ERP Functional Analyst (PeopleSoft), Level 2
- c) A.2. ERP Functional Analyst (PeopleSoft), Level 3

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- d) A.3. ERP Programmer Analyst (PeopleSoft), Level 2
- e) A.3. ERP Programmer Analyst (PeopleSoft), Level 3
- f) A.4. ERP Systems Analyst (PeopleSoft), Level 2
- g) A.4. ERP Systems Analyst (PeopleSoft), Level 3
- h) A.5. ERP Technical Analyst (PeopleSoft), Level 2
- i) A.5. ERP Technical Analyst (PeopleSoft), Level 3
- j) A.7. Programmer Analyst, Level 2
- k) A.7. Programmer Analyst, Level 3
- l) A.8. System Analyst, Level 3
- m) A.11. Tester, Level 2

Business Services:

- a) B.5. Business Process Re-Engineering (BRP) Consultant, Level 3;
- b) B.9. Courseware Developer, Level 3
- c) B.9 Courseware Developer, Level 2

Project Management Services

- a) P.1. Change Management Consultant, Level 2

~~**Cyber Protection Services**~~

- ~~a) C.3. IT Security TRA and C&A Analyst, Level 3~~

4.0 TASKS

4.1 Application Services

4.1.1 A.1 APPLICATION/SOFTWARE ARCHITECT (LEVEL 3) – PeopleSoft

- a) Develop technical architectures, frameworks and strategies, either for an organization or for a major application area, to meet the business and application requirements;
- b) Identify the DND policies and requirements that drive out a particular solution in PeopleSoft based on the current DND PeopleSoft footprint;
- c) Analyze and evaluate alternative technology solutions to meet business problems;
- d) Ensures the integration of all aspects of technology solutions;

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- e) Monitor industry trends to ensure that solutions fit with government and industry directions for technology;
- f) Analyze functional requirements to identify information, procedures and decision flows;
- g) Evaluate existing procedures and methods, identify and document database content, structure, and application sub-systems, and develop data dictionary;
- h) Define and document interfaces of manual to automated operations within application sub-systems, to external systems and between new and existing systems;
- i) Define input / output sources, including detailed plan for technical design phase, and obtain approval of the system proposal;
- j) Identify and document system specific standards relation to programming, documentation and testing, covering program libraries, data dictionaries, naming conventions, etc.;
- k) Provide advice on implementation of leading practices within the PeopleSoft enterprise systems;
- l) Validate and align solution options and recommendations based on user requirements; and
- m) Any other work related to this category.

4.1.2 A.2 ERP FUNCTIONAL ANALYST (LEVEL 2) - PeopleSoft

- a) Develop, implement and document PeopleSoft functional, business, and/or system requirements specifications;
- b) Develop and document screen, report, and interface requirements;
- c) Gather, analyze and document business requirements, including fit/gap analysis, to establish the functional needs of system;
- d) Analyze, troubleshoot and document applications (including data) to identify issues as well as proposing recommendations for resolution.
- e) Design methods and procedures for functional, business, and/or system functionality;
- f) Develop and execute test plans, functional test case scenarios and scripts to test functional, business, and/or system requirements;
- g) Document forms, manuals, programs, data files, and procedures;
- h) Transfer functional, business and technical knowledge through individual or group consultation and discussion, demonstrations and written instructions; and
- i) Any other work related to this category.

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4.1.3 A.2 ERP FUNCTIONAL ANALYST (LEVEL 3) - PeopleSoft

- a) Participate in working meetings with Database Administrators, Technical Analysts, Application Testers and Management;
- b) Develop, implement and document PeopleSoft functional, business, and/or system requirements specifications;
- c) Develop and document screen, report, and interface requirements;
- d) Gather, analyze and document business requirements, including fit/gap analysis, to establish the functional needs of system;
- e) Analyze, troubleshoot and document applications (including data) to identify issues as well as proposing recommendations for resolution;
- f) Design methods and procedures for functional, business, and/or system functionality;
- g) Develop and execute test plans, functional test case scenarios and scripts to test functional, business, and/or system requirements;
- h) Document forms, manuals, programs, data files, and procedures;
- i) Transfer functional, business and technical knowledge through individual or group consultation and discussion, demonstrations and written instructions; and
- j) Any other work related to this category.

4.1.4 A.3 ERP PROGRAMMER ANALYST – (LEVEL 2) - PeopleSoft

- a) Review functional requirements and specifications and provide expertise and advice on PeopleSoft modules and available application functionality;
- b) Translate functional or business requirements into technical requirements and design specifications;
- c) Analyze, troubleshoot and document applications (including data) to identify issues as well as propose recommendations for resolution;
- d) Design, develop, test and document PeopleSoft applications using PeopleSoft Integration Tools for activities for, but not limited to, system integrations, consuming or publication of web services, development of service operations, node configurations, development of component interfaces or application messaging;

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- e) Design, develop, test and document PeopleSoft applications using Application Designer to create or modify PeopleSoft objects including, but not limited to, Components, Pages, Application Engine, Records, or Fields;
- f) Design, test, and execute PeopleSoft project migrations and provide documented instruction for migration to other environments;
- g) Configure, execute and review the results of PeopleSoft project compare reports and provide analysis and recommendations that resolve differences between source and target environments;
- h) Design, develop, test and document PeopleSoft applications to create or modify PeopleSoft reports using PS Query, XML Publisher, BI Publisher, SQR or Application Engine;
- i) Participate in reviews administered according to defined development standards meant to enforce application scalability, integrity, or local conventions
- j) Gather and analyze data to establish the technical feasibility of changes/requirements, and for the development of functional and system design specifications;
- k) Produce forms, manuals, programs, data files, and procedures;
- l) Build prototypes or working models to demonstrate solutions to technical problems or functional requirements;
- m) Transfer functional and technical knowledge through individual or group consultation and discussion, demonstrations and written instructions; and
- n) Any other work related to this category.

4.1.5 A.3 ERP PROGRAMMER ANALYST – (LEVEL 3) - PeopleSoft

- a) Analyze PeopleSoft Application Designer projects to document interdependent objects and configurations required for isolated migrations for highly customized PeopleSoft Components;
- b) Analyze onsite versions of PeopleTools and provide recommendations for the adoption of new features or process available in higher versions of PeopleTools;
- c) Produce technical designs respective of PeopleSoft product offerings ensuring scalability and data integrity when applied to onsite solutions;
- d) Produce technical designs respective of onsite solutions that implement new PeopleSoft product features replacing existing customization or functionality;

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- e) Troubleshoot and provide fixes in an integrated HRMS with two distinct instances of PeopleSoft and two distinct version of PeopleTools where system of record for the employee is determined by employment relationship type and employees exist in both instances;
- f) Design, develop, test, and document configuration based customizations. Configuration based customizations deliver functionality to the end user that permits modification of objects or configuration data that would otherwise require a physical PeopleSoft migration or release;
- g) Participate in working meetings with Database Administrators, Technical Analysts, Application Testers, and Management;
- h) Review functional requirements and specifications and provide expertise and advice on PeopleSoft modules and available application functionality;
- i) Analyze, troubleshoot and document applications (including data) to identify issues as well as propose recommendations for resolution;
- j) Design, develop, test and document PeopleSoft applications to create or modify PeopleSoft reports using PS Query, XML Publisher, BI Publisher, SQR or Application Engine;
- k) Gather and analyze data to establish the technical feasibility of changes/requirements, and for the development of functional and system design specifications;
- l) Produce forms, manuals, programs, data files, and procedures;
- m) Build prototypes or working models to demonstrate solutions to technical problems or functional requirements; and
- n) Any other work related to this category.

4.1.6 A.4 ERP SYSTEMS ANALYST (LEVEL 2) – PeopleSoft

- a) Translate business requirements into systems design and technical specifications for PeopleSoft;
- b) Analyze and recommend alternatives and options for the technical solution;
- c) Design, develop, implement and document technical specifications;
- d) Analyze business requirements, perform feasibility studies, map interdependencies, and produce the required functional and technical specifications or process re-engineering recommendations with estimated level of effort;
- e) Provide system expertise to both functional and technical teams to ensure effective integration of solutions across the application(s);

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- f) Transfer functional and technical knowledge through individual or group consultation and discussion, demonstrations and written instructions; and
- g) Any other work related to this category.

4.1.7 A.4 ERP SYSTEMS ANALYST (LEVEL 3) - PeopleSoft

- a) Participate in working meetings with Database Administrators, Technical Analysts, Application Testers and Management;
- b) Translate business requirements into systems design and technical specifications for PeopleSoft;
- c) Analyze and recommend alternatives and options for the technical solution;
- d) Design, develop, implement and document technical specifications for complex PeopleSoft environments (e.g. an integrated HRMS with two distinct instances of PeopleSoft);
- e) Analyze business requirements, perform feasibility studies, map interdependencies, and produce the required functional and technical specifications or process re-engineering recommendations with estimated level of effort;
- f) Provide system expertise to both functional and technical teams to ensure effective integration of solutions across the application(s);
- g) Transfer functional and technical knowledge through individual or group consultation and discussion, demonstrations and written instructions; and
- h) Any other work related to this category.

4.1.8 A.5 ERP TECHNICAL ANALYST (LEVEL 2) - PeopleSoft

- a) Demonstrate a comprehensive understanding of the technical capabilities offered by the Oracle PeopleSoft ERP software;
- b) Perform PeopleTools Upgrades on 8.51 and above;
- c) Use PeopleSoft Update/Upgrade manager to apply updates to HCM 9.1 and above;
- d) Configure PeopleTools integration broker on 8.51 and above and using integration broker to communicate with other PeopleSoft and non-PeopleSoft applications;
- e) Install and configure PeopleTools 8.51 and above, WebLogic 10 and above, Tuxedo 10 and above on UNIX;

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- f) Manage the PeopleSoft HCM environment as it relates to web servers, application servers, reporting and process scheduler environments which must include the use of PeopleSoft tools Application Designer, data Mover, SQR, SQL.
- g) Migrate developed PeopleSoft projects (PeopleSoft tools Application Designer projects, data Mover, SQR, SQL, through development, test and production environments).
- h) Develop and provide assistance with the definition, implementation, and support of technical requirements, project scope, estimates of effort, and workload durations;
- i) Develop and/or manage technical aspects of application software, user interfaces, and third-party components;
- j) Plan, conduct and/or manage unit and system tests;
- k) Establish technical standards for the technical framework;
- l) Develop and document system requirements, and design the system in order to meet capacity planning needs and system performance, reliability and availability specifications;
- m) Define and document standard operating procedures related to the maintenance of PeopleSoft applications;
- n) Transfer functional and technical knowledge through individual or group consultation and discussion, demonstrations and written instructions; and
- o) Any other work related to this category.

4.1.9 A.5 ERP TECHNICAL ANALYST (LEVEL 3) – PeopleSoft

- a) Participate in working meetings with Database Administrators, Technical Analysts, Application Testers and Management;
- b) Demonstrate a thorough understanding of the technical capabilities offered by the Oracle PeopleSoft ERP software
- c) Perform PeopleTools Upgrades on 8.51. and above;
- d) Use PeopleSoft Update/Upgrade manager to apply updates to HCM 9.1 and above;
- e) Configure PeopleTools integration broker on 8.51 and above and using integration broker to communicate with other PeopleSoft and non-PeopleSoft applications;
- f) Manage the PeopleSoft HCM environment as it relates to web servers, application servers, reporting and process scheduler environments which must include the use of PeopleSoft tools Application Designer, data Mover, SQR, SQL.

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- g) Migrate developed PeopleSoft projects (PeopleSoft tools Application Designer projects, data Mover, SQR, SQL, through development, test and production environments).
- h) Install and configure PeopleTools 8.51. and above/Weblogic 10 and above/Tuxedo 10 and above on UNIX;
- i) Develop and assist with the definition, implementation, and support of technical requirements, project scope, estimates of effort, and workload durations;
- j) Develop and/or manage technical aspects of application software, user interfaces, and third-party components;
- k) Plan, conduct and/or manage unit and system tests;
- l) Establish technical standards for the technical framework;
- m) Develop and document system requirements, and design the system in order to meet capacity planning needs and system performance, reliability and availability specifications;
- n) Define and document standard operating procedures related to the maintenance of PeopleSoft applications;
- o) Transfer functional and technical knowledge through individual or group consultation and discussion, demonstrations and written instructions; and
- p) Any other work related to this category.

4.1.10 A.7 PROGRAMMER ANALYST (LEVEL 2)

- a) Review functional requirements and specifications and provide expertise and advice on application functionality;
- b) Translate functional or business requirements into technical requirements and design specifications;
- c) Analyze, troubleshoot and document applications (including data) to identify issues as well as propose recommendations for resolution;
- d) Design, develop, test, document and implement requirements, program/code and configuration changes as per functional/technical specifications for applications, and conduct code reviews;
- e) Develop, modify and implement screens, reports, interfaces, and data conversion activities;

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- f) Gather and analyze data to establish the technical feasibility of changes/requirements, and for the development of functional and system design specifications;
- g) Produce forms, manuals, programs, data files, and procedures;
- h) Build prototypes or working models to demonstrate solutions to technical problems or functional requirements;
- i) Transfer functional and technical knowledge through individual or group consultation and discussion, demonstrations and written instructions; and
- j) Any other work related to this category.

In order to perform the tasks outlined above, the resource may be required to use any or all of the following Programming Languages which will be identified in the Task Authorization.

- ActiveX
- ASP
- HTML
- IIS
- Java
- JavaScript
- MS SQL
- .NET
- ODBC
- OLAP
- Oracle RDBMS
- Oracle Forms
- PL/SQL
- SQL Server
- SQL*DBA
- SQL*Forms
- SQL*Menu
- SQL*Net
- SQL*Plus
- SQL*Report
- Unix
- Visual Basic
- Visual C++
- XML

4.1.11 A.7 PROGRAMMER ANALYST (LEVEL 3)

- a) ***Review functional requirements and specifications and provide expertise and advice on application functionality;***
- b) ***Translate functional or business requirements into technical requirements and design specifications;***

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- c) Analyze, troubleshoot and document applications (including data) to identify issues as well as propose recommendations for resolution;***
- d) Design, develop, test, document and implement requirements, program/code and configuration changes as per functional/technical specifications for applications, and conduct code reviews;***
- e) Develop, modify and implement screens, reports, interfaces, and data conversion activities;***
- f) Gather and analyze data to establish the technical feasibility of changes/requirements, and for the development of functional and system design specifications;***
- g) Produce forms, manuals, programs, data files, and procedures;***
- h) Build prototypes or working models to demonstrate solutions to technical problems or functional requirements;***
- i) Transfer functional and technical knowledge through individual or group consultation and discussion, demonstrations and written instructions; and***
- j) Any other work related to this category.***

In order to perform the tasks outlined above, the resource may be required to use any or all of the following Programming Languages which will be identified in the Task Authorization.

- ActiveX
- ASP
- HTML
- IIS
- Java
- JavaScript
- MS SQL
- .NET
- ODBC
- OLAP
- Oracle RDBMS
- Oracle Forms
- PL/SQL
- SQL Server
- SQL*DBA
- SQL*Forms
- SQL*Menu

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- SQL*Net
- SQL*Plus
- SQL*Report
- Unix
- Visual Basic
- Visual C++
- XML

4.1.12 A.8 SYSTEMS ANALYST (LEVEL 3)

- a) Translate business requirements into systems design and technical specifications;
- b) Analyze and recommend alternatives and options for the technical solution;
- c) Design, develop, implement and document technical specifications;
- d) Analyze business requirements, perform feasibility studies, map interdependencies, and produce the required functional and technical specifications or process re-engineering recommendations with estimated level of effort;
- e) Provide system expertise to both functional and technical teams to ensure effective integration of solutions across the application(s);
- f) Transfer functional and technical knowledge through individual or group consultation and discussion, demonstrations and written instructions; and
- g) Any other work related to this category.

4.1.13 A.11 TESTER (LEVEL 2)

- a) Develop, review and manage test strategies and test plan documents;
- b) Plan and coordinate test activities in various phases of the software development cycle;
- c) Identify and document software defects;
- d) Establish software testing procedures for unit, system, systems integration, solution verification, regression testing with emphasis on automating the testing procedures and backup and recovery procedures;
- e) Develop and maintain test scenarios, scripts and libraries;
- f) Develop performance testing plans and execute testing;
- g) Develop reports on results of testing and report problems found during testing using enterprise specific tools;
- h) Provide support to software development teams in order to reproduce problems;

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- i) Manage walkthroughs and reviews related to testing and implementation readiness;
- j) Transfer functional and technical knowledge through individual or group consultation and discussion, demonstration and written instructions;
- k) Establish and operate "interoperability" testing procedures to ensure that the interaction and co-existence of various software elements, which are proposed to be distributed on the common infrastructure, conform to appropriate departmental standards (e.g. for performance, compatibility, etc.) and have no unforeseen detrimental effects on the shared infrastructure;
- l) Establish validation and verification capability which assumes functional and performance compliance; and
- m) Any other work related to this category.

4.2 Business Services

4.2.1 B.5 BUSINESS PROCESS RE-ENGINEERING (BPR) CONSULTANT (LEVEL 3)

- a) Review existing work processes and organizational structure;
- b) Analyze business functional requirements to identify information, procedures and decision flows;
- c) Identify candidate processes for re-design; prototype potential solutions, provide trade-off information and suggest a recommended course of action;
- d) Identify the modifications to the automated processes;
- e) Provide expert advice in defining new requirements and opportunities for applying efficient and effective solutions; identify and provide preliminary costs of potential options;
- f) Provide expert advice in developing and integrating process and information models between processes to eliminate information and process redundancies;
- g) Identify and recommend new processes and organizational structures;
- h) Provide expert advice on and/or assist in implementing new processes and organizational changes;
- i) Document workflows;
- j) Use business, workflow and organizational modeling software tools;
- k) Transfer knowledge through individual or group consultation and discussion, demonstrations and written instructions; and

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- l) Any other work related to this category.

4.2.2 B.9 COURSEWARE DEVELOPER (LEVEL 3) - User Productivity Kit (UPK)

- a) Perform needs assessment/analysis for training purposes;
- b) Plan and monitor training projects;
- c) Perform job, task, and/or content analysis;
- d) Write criterion-referenced, performance-based objectives;
- e) Recommend instructional media and strategies;
- f) Develop performance measurement standards;
- g) Develop training materials using Oracle User Productivity Kit (UPK);
- h) Prepare end-users for implementation of courseware materials;
- i) Communicate effectively by visual, oral, and written form with individuals, small group, and in front of large audiences; and
- j) Any other work related to this category.

4.2.3 B.9 COURSEWARE DEVELOPER (LEVEL 2) - User Productivity Kit (UPK)

- a) Perform job, task, and/or content analysis;
- b) Write criterion-referenced, performance-based objectives;
- c) Develop performance measurement standards;
- d) Develop training materials using Oracle User Productivity Kit (UPK);
- e) Prepare end-users for implementation of courseware materials;
- f) Communicate effectively by visual, oral, and written form with individuals, small group, and in front of large audiences; and
- g) Any other work related to this category.

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4.3 Project Management Services

4.3.1 P.1 CHANGE MANAGEMENT CONSULTANT (LEVEL 2)

- a) Define, design, implement, document and amend the Change Management procedures, forms, tools and repositories and ensuring adherence;
- b) Analysis and development of business "critical success factors";
- c) Develop, provide guidance and participate in change impact analysis and change management activities;
- d) Provide advice on how to deploy high impact business process changes;
- e) Create presentations and present to various stakeholders, and facilitate meetings and discussions;
- f) Develop a detailed change management plan including the identification of key change management activities;
- g) Conduct audits and prepare reports that measure the success of the approved Change Management procedures, proposing changes to these processes when these would benefit the organization;
- h) Develop and maintain a performance measurement framework;
- i) Conduct interviews, surveys and workshops;
- j) Articulate the purpose of change and coach project team members in how to present and communicate change initiatives; and
- k) Any other work related to this category.

4.4 ~~Cyber Protection Services~~

4.4.1 ~~C.3 IT SECURITY TRA and C&A ANALYST (LEVEL 3)~~

- ~~a) Review, analyze, and/or apply Federal, Provincial or Territorial IT Security policies, System IT Security Certification & Accreditation processes, IT Security products, safeguards and best practices, and the IT Security risk mitigation strategies;~~
- ~~b) Identify threats to, and vulnerabilities of operating systems (such as MS, Unix, Linux, and Novell), and wireless architectures;~~
- ~~c) Identify personnel, technical, physical, and procedural threats to and vulnerabilities of Federal, Provincial or Territorial IT systems;~~

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- d) ~~Develop reports such as: Data security analysis, Concepts of operation, Statements of Sensitivity (SoSs), Threat assessments, Privacy Impact Assessments (PIAs), Non-technical Vulnerability Assessments, Risk assessments, IT Security threat, vulnerability and/or risk briefings;~~
- e) ~~Conduct Certification activities such as: Develop Security Certification Plans, Verify that security safeguards meet the applicable policies and standards, Validate the security requirements by mapping the system specific security policy to the functional security requirements, and mapping the security requirements through the various stages of design documents, Verify that security safeguards have been implemented correctly and that assurance requirement have been met. This includes confirming that the system has been properly configured, and establishing that the safeguards meet applicable standards, Conduct security testing and evaluation (ST&E) to determine if the technical safeguards are functioning correctly, Assess the residual risk provided by the risk assessment to determine if it meets an acceptable level of risk;~~
- f) ~~Conduct Accreditation activities such as: Review of the certification results in the design review documentation by the Accreditation Authority to ensure that the system will operate with an acceptable level of risk and that it will comply with the departmental and system security policies and standards and identify the conditions under which a system is to operate (for approval purposes). This may include the following types of approvals:

 - i. ~~Developmental approval by both the Operational and the Accreditation Authorities to proceed to the next stage in an IT system's life cycle development if sensitive information is to be handled by the system during development;~~
 - ii. ~~Operational written approval for the implemented IT system to operate and process sensitive information if the risk of operating the system is deemed acceptable, and if the system is in compliance with applicable security policies and standards; and~~
 - iii. ~~Interim approval - a temporary written approval to process sensitive information under a set of extenuating circumstances where the risk is not yet acceptable, but there is an operational necessity for the system under development;~~~~
- g) ~~Develop and deliver training material relevant to the resource category; and~~
- h) ~~Any other work related to this category.~~

5.0 DELIVERABLES

- 5.1 Deliverables will be specified within the TA. The scope of work attached to each TA will identify the particular deliverable(s), tasks, and other relevant areas of consideration that are required to be implemented by the Contractor in the provision of services.

Deliverables may include, but are not limited to, the following:

- a) Technical architecture documents, specifications, and standards;
- b) Procedures and document deliverables;
- c) Test plans and scripts;
- d) Prototypes and working models;
- e) Presentations, forms, manuals, programs, data files, procedures and reports; and
- f) Any other deliverable to be specified in the individual task authorization statements of work.

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5.2 The Contractor must provide various project status updates as driven by the applications used, as well as project deliverables resulting from the tasks performed as described in the TA.

6.0 TECHNICAL ENVIRONMENT

6.1 The current technical environment within DHRIM includes a mix of system implementations utilizing different technologies. All Contractor personnel must use the Defence Wide Area Network (DWAN) as their primary DND network account, and may be required to use any of the following technologies while performing their duties, as defined in the DND 626 Task Authorization:

- i. Oracle PeopleSoft HRMS HCM 8.9 and HCM 9.1;
- ii. Oracle People Tools 8.51 and above;
- iii. Oracle databases 10g, 11G and above;
- iv. Structured Query Reporter (SQR);
- v. Oracle Structured Query Language (OracleSQL);
- vi. Procedural Language (PL)/SQL;
- vii. Java;
- viii. Desktop Windows 7, 10;
- ix. UNIX;
- x. Linux;
- xi. HP Application Life Cycle Management;
- xii. HP Quality Center;
- xiii. HP Quick Test Pro;
- xiv. Oracle BPM Suite Bundle;
- xv. SOA;
- xvi. Oracle Performance;
- xvii. Load Testing Suite for Oracle Applications;
- xviii. Functional Testing Suite for Oracle Applications;
- xix. JavaScript;
- xx. Windows Server 2008, 2012; and
- xxi. Oracle Reports 6i, 11g.

7.0 REPORTING REQUIREMENTS

7.1 Meetings:

7.1.1 Ad-Hoc Meetings:

Ad-hoc meetings, as-and-when requested, may be required throughout the duration of the contract. The contractor must attend the meeting as and when requested by Canada. At the discretion of the meeting organizer, meetings may occur either face-to-face at a DND facility or via teleconference; to be determined on a case-by-case basis.

7.2 Status Reports:

Reporting requirements will be specified in individual Task Authorization. Each Contractor resource must provide a Status Report to the Technical Authority in an electronic and/or verbal format, as determined by the Technical Authority, detailing the work performed and completion of assigned tasks. The frequency of these reports will be determined by the Technical Authority and specified in each DND 626 Task Authorization. Status Reports must, at a minimum, include the following information:

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- (i) Status of all outstanding and completed activities as identified in the task;
- (ii) Activities finalized to date including a list of completed reports and deliverables submitted;
- (iii) Problems encountered including details if activities are not progressing in accordance with the specific Task Authorization; and
- (iv) Potential issues which are likely to cause problems related to completed or outstanding work, and how these issues may impact the project schedule, cost, scope, quality, and task completion.

8.0 FORMAT OF DELIVERABLES AND REPORTS

- 8.1** Deliverables will be specified within each individual Task Authorization and will typically take the form of assessments, analyses, recommendations, and/or reports. Deliverables will also include Contractor services to assist or enable an activity. The deliverables and reports specified in the Task Authorization must be submitted to the Technical Authority.
- 8.2** All written deliverables and reports must be submitted electronically in a format deemed acceptable by the Technical Authority (Microsoft Office format). The Technical Authority reserves the right to request hard-copy versions of the deliverables, as required.
- 8.3** Non-classified deliverables and reports may be e-mailed or presented on appropriate storage media. Classified deliverables and reports must be handled in accordance with DND/CAF regulations for classified information.

9.0 TRAVEL REQUIREMENTS

- 9.1** The Contractor may be required to travel within and outside the National Capital Region (NCR). Travel to, or within, the NCR will not be reimbursed.
- 9.2** The requirement for any travel and trip report, content and format, will be identified in the Task Authorization.
- 9.3** The Contractor's Resource is responsible to maintain readiness for travel in accordance with Government of Canada Travel Advisories web pages. Note that Canada will not be responsible for preparedness of the Resource in this regard. (<http://travel.gc.ca/travelling/advisories>, <http://www.cic.gc.ca/english/passport/infex.asp>, <http://travel.gc.ca/travelling/documents/visas>).
- 9.4** Canada will not accept any travel and living expenses incurred by the Contractor as a consequence of any relocation of personnel required to satisfy the terms of the Contract.

10.0 INSPECTION AND ACCEPTANCE

All reports, deliverable items, documents, and services rendered under each Task Authorization (TA) are subject to acceptance by the Technical Authority or representative. Should any report, document, or service not be in accordance with the requirements of the Statements of Work and to the satisfaction of the Technical Authority, as submitted, the Technical Authority will have the right to reject it or require its correction at the sole expense of the Contractor before recommending payment.

11.0 LANGUAGE REQUIREMENTS

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11.1 The proposed Contractor's resource(s) must be fluent in the English language. Fluent means that the individual must be able to communicate orally and in writing without any assistance and with minimal errors.

11.2 All reports and deliverables must be submitted in English.

12.0 CONSTRAINTS

12.1 Location of work

All Work will be performed on DND premises within the National Capital Region (NCR). The exact location of work within the NCR will be at the discretion of the Technical Authority.

12.2 Work Hours

12.2.1 Access to DND facilities and staff is limited to normal DND working hours between 06:00 and 18:00 Monday through Friday. Contractor's resources may be required to work outside of normal working hours in order to meet DND schedules and deadlines. Any work performed outside of normal working hours must be pre-approved by the Technical Authority in writing.

12.2.2 Should a Contractor's resource anticipate that the 7.5 hour per diem workday, as stipulated in the Contract, may be exceeded, approval must be obtained by the contractor representative from the Technical Authority prior to work being carried out in excess of this time. No overtime charges will be authorized under this Contract. All time worked will be compensated in accordance with the Contract's Basis of Payment.

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ANNEX B
BASIS OF PAYMENT
(REVISED 04 DEC 2017)

INITIAL CONTRACT PERIOD YEAR 1:

Initial Contract Period – Year 1		
Resource Category	Level of Expertise	Firm Per Diem Rate
A.1 Application/Software Architect	Level 3	<i>To be inserted upon Contract award</i>
A.2 ERP Functional Analyst	Level 3	<i>To be inserted upon Contract award</i>
A.2 ERP Functional Analyst	Level 2	<i>To be inserted upon Contract award</i>
A.3 ERP Programmer Analyst	Level 3	<i>To be inserted upon Contract award</i>
A.3 ERP Programmer Analyst	Level 2	<i>To be inserted upon Contract award</i>
A.4 ERP System Analyst	Level 3	<i>To be inserted upon Contract award</i>
A.4 ERP System Analyst	Level 2	<i>To be inserted upon Contract award</i>
A.5 ERP Technical Analyst	Level 3	<i>To be inserted upon Contract award</i>
A.5 ERP Technical Analyst	Level 2	<i>To be inserted upon Contract award</i>
A.7 Programmer/Analyst	Level 3	<i>To be inserted upon Contract award</i>
A.7 Programmer/Analyst	Level 2	<i>To be inserted upon Contract award</i>
A.8 System Analyst	Level 3	<i>To be inserted upon Contract award</i>
A.11 Tester	Level 2	<i>To be inserted upon Contract award</i>
B.5 Business Process Reengineering	Level 3	<i>To be inserted upon Contract award</i>
B.9 Courseware developer	Level 3	<i>To be inserted upon Contract award</i>
B.9 Courseware developer	Level 2	<i>To be inserted upon Contract award</i>
C.3 IT Security TRA and C&A Analyst	Level 3	<i>To be inserted upon Contract award</i>
P.1 Change Management Consultant	Level 2	<i>To be inserted upon Contract award</i>

INITIAL CONTRACT PERIOD YEAR 2:

Initial Contract Period – Year 2		
Resource Category	Level of Expertise	Firm Per Diem Rate

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A.1 Application/Software Architect	Level 3	<i>To be inserted upon Contract award</i>
A.2 ERP Functional Analyst	Level 3	<i>To be inserted upon Contract award</i>
A.2 ERP Functional Analyst	Level 2	<i>To be inserted upon Contract award</i>
A.3 ERP Programmer Analyst	Level 3	<i>To be inserted upon Contract award</i>
A.3 ERP Programmer Analyst	Level 2	<i>To be inserted upon Contract award</i>
A.4 ERP System Analyst	Level 3	<i>To be inserted upon Contract award</i>
A.4 ERP System Analyst	Level 2	<i>To be inserted upon Contract award</i>
A.5 ERP Technical Analyst	Level 3	<i>To be inserted upon Contract award</i>
A.5 ERP Technical Analyst	Level 2	<i>To be inserted upon Contract award</i>
A.7 Programmer/Analyst	Level 3	<i>To be inserted upon Contract award</i>
A.7 Programmer/Analyst	Level 2	<i>To be inserted upon Contract award</i>
A.8 System Analyst	Level 3	<i>To be inserted upon Contract award</i>
A.11 Tester	Level 2	<i>To be inserted upon Contract award</i>
B.5 Business Process Reengineering	Level 3	<i>To be inserted upon Contract award</i>
B.9 Courseware developer	Level 3	<i>To be inserted upon Contract award</i>
B.9 Courseware developer	Level 2	<i>To be inserted upon Contract award</i>
C.3 IT Security TRA and C&A Analyst	Level 3	<i>To be inserted upon Contract award</i>
P.1 Change Management Consultant	Level 2	<i>To be inserted upon Contract award</i>

OPTION PERIOD:

Option Period – Year 1		
Resource Category	Level of Expertise	Firm Per Diem Rate
A.1 Application/Software Architect	Level 3	<i>To be inserted upon Contract award</i>
A.2 ERP Functional Analyst	Level 3	<i>To be inserted upon Contract award</i>
A.2 ERP Functional Analyst	Level 2	<i>To be inserted upon Contract award</i>
A.3 ERP Programmer Analyst	Level 3	<i>To be inserted upon Contract award</i>
A.3 ERP Programmer Analyst	Level 2	<i>To be inserted upon Contract award</i>
A.4 ERP System Analyst	Level 3	<i>To be inserted upon Contract award</i>
A.4 ERP System Analyst	Level 2	<i>To be inserted upon Contract award</i>

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A.5 ERP Technical Analyst	Level 3	<i>To be inserted upon Contract award</i>
A.5 ERP Technical Analyst	Level 2	<i>To be inserted upon Contract award</i>
A.7 Programmer/Analyst	Level 3	<i>To be inserted upon Contract award</i>
A.7 Programmer/Analyst	Level 2	<i>To be inserted upon Contract award</i>
A.8 System Analyst	Level 3	<i>To be inserted upon Contract award</i>
A.11 Tester	Level 2	<i>To be inserted upon Contract award</i>
B.5 Business Process Reengineering	Level 3	<i>To be inserted upon Contract award</i>
B.9 Courseware developer	Level 3	<i>To be inserted upon Contract award</i>
B.9 Courseware developer	Level 2	<i>To be inserted upon Contract award</i>
C.3 IT Security TRA and C&A Analyst	Level 3	<i>To be inserted upon Contract award</i>
P.1 Change Management Consultant	Level 2	<i>To be inserted upon Contract award</i>

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**APPENDIX C TO ANNEX A
RESOURCES ASSESSMENT CRITERIA AND RESPONSE TABLE
(REVISED 04 DEC 2017)**

To facilitate resource assessment, Contractors must prepare and submit a response to a draft Task Authorization using the tables provided in this Annex. When completing the resource grids, the specific information which demonstrates the requested criteria and reference to the page number of the résumé should be incorporated so that Canada can verify this information. The tables should not contain all the project information from the resume. Only the specific answer should be provided.

1.0 Mandatory Resource Assessment Criteria:

A.1 Application / Software Architect – Level 3, Annex A, Statement of Work, Section 4.1.1				
M#	Mandatory Technical Criteria	Contractor to insert demonstrated experience	Met / Not Met	Contractor's Response Cross Reference to TA
M1	The Contractor's proposed resource(s) must demonstrate a minimum of 10 years of experience (as at issuance date of draft task authorization) in developing technical architectures, frameworks and strategies for a PeopleSoft Human Capital Management (HCM) environment version 8.9 (or greater), either for an organization or for a major application area, to meet the business and application requirements.			
M2	The Contractor's proposed resource must demonstrate a minimum of 10 years of experience (as at issuance date of draft task authorization) in analyzing and evaluating alternative technology solutions to support			

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	transformation and change management activities.			
M3	The Contractor's proposed resource must demonstrate a minimum of 10 years of experience (as at issuance date of draft task authorization) in providing advice and guidance to clients regarding their current HR Management System and future direction.			
A.2 ERP Functional Analyst (PeopleSoft) – Level 3, Annex A, Statement of Work, Section 4.1.3				
M1	The Contractor's proposed resource must demonstrate minimum of 10 years of experience (as of the issuance date of the draft task authorization) in implementing, upgrading or supporting PeopleSoft Human Capital Management (HCM) version 8.9 (or greater).			
M2	The Contractor's proposed resource must demonstrate a minimum of 10 years of experience (as at issuance date of draft task authorization) in developing business or functional requirements for PeopleSoft application, including providing design ideas for new functionality and documenting functional specification.			
M3	The Contractor's proposed resource must demonstrate minimum of 10 years of experience (as at issuance date of draft task authorization) in analyzing and troubleshooting application behaviours, including data related issues, to identify the root cause, document findings and propose recommendations on how to fix the issues, which includes workarounds when required.			

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A.2 ERP Functional Analyst (PeopleSoft) – Level 2, Annex A, Statement of Work, Section 4.1.2		
M1	The Contractor's proposed resource must demonstrate a minimum of 5 years of experience (as of the issuance date of draft task authorization) in implementing, upgrading or supporting PeopleSoft Human Capital Management (HCM) version 8.9 (or greater).	
M2	The Contractor's proposed resource must demonstrate a minimum of 5 years of experience (as of the issuance date of draft task authorization) developing business or functional requirements for an enterprise application, including providing design ideas for new functionality and documenting functional specification.	
M3	The Contractor's proposed resource must demonstrate a minimum of 5 years of experience (as of the issuance date of draft task authorization) in analyzing and troubleshooting application behaviours, including data related issues, to identify the root cause, document findings and propose recommendations on how to fix the issues, which includes workarounds when required.	
A.3. ERP Programmer Analyst (PeopleSoft) – Level 3, Annex A, Statement of Work, Section 4.1.5		
M1	The Contractor's proposed resource must demonstrate a minimum of 10 years of experience (as of the issuance date of draft task authorization) in implementing, upgrading or supporting PeopleSoft Human Capital Management (HCM) version 8.9 (or greater) and PeopleTools version 8.4x, of which at least 8	

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M2	years is experience with PeopleTools v8.49 or higher. The Contractor's proposed resource must demonstrate a minimum of 10 years of experience (as of the issuance date of draft task authorization), in developing, testing, documenting and implementing program/code and configuration changes to the PeopleSoft application, as per technical specifications, using PeopleTools (i.e. Application Designer, PeopleCode, Application Engine, Integration Broker, PS/Query, Data Mover, etc.)			
M3	The Contractor's proposed resource must demonstrate a minimum of 10 years of experience (as at issuance date of draft task authorization) in performing application support activities by troubleshooting and correcting issues and defects, reporting to management and liaising with business and end-user clients.			
A.3. ERP Programmer Analyst (PeopleSoft) – Level 2, Annex A, Statement of Work, Section 4.1.4				
M1	The Contractor's proposed resource must demonstrate a minimum of 5 years of experience (as of the issuance date of draft task authorization) in implementing, upgrading or supporting PeopleSoft Human Capital Management (HCM) version 8.9 (or greater) and PeopleTools version 8.4x, of which at least 8 years is experience with PeopleTools v8.49 or higher.			
M2	The Contractor's proposed resource demonstrate a minimum of 5 years of experience (as of the issuance date of draft task authorization) in developing, testing, documenting and implementing program/code and configuration changes to the PeopleSoft application, as per			

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	technical specifications, using PeopleTools (i.e. Application Designer, PeopleCode, Application Engine, Integration Broker, PS/Query, Data Mover, etc.)			
M3	The Contractor's proposed resource must demonstrate a minimum of 5 years of experience (as of the issuance date of draft task authorization), in performing application support activities by troubleshooting and correcting issues and defects, reporting to management and liaising with business and end-user clients.			
A.4. ERP Systems Analyst (PeopleSoft) – Level 3, Annex A, Statement of Work, Section 4.1.7				
M1	The Contractor's proposed resource must demonstrate a minimum of 10 years of experience (as of the issuance date of draft task authorization) implementing, upgrading or supporting PeopleSoft Human Capital Management (HCM) version 8.9 (or greater) and PeopleTools version 8.4x, of which at least 8 years is experience with PeopleTools v8.49 or higher.			
M2	The Contractor's proposed resource must demonstrate a minimum of 10 years of experience (as of the issuance date of draft task authorization) in developing technical specifications for an Enterprise Resource Planning (ERP) system design, development and implementation.			
M3	The Contractor's proposed resource must demonstrate a minimum of 10 years of experience (as of the issuance date of the draft task authorization) bid closing date), in translating ERP business requirements into system design and technical specifications.			

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A.4. ERP Systems Analyst (PeopleSoft) – Level 2, Annex A, Statement of Work, Section 4.1.6		
M1	The Contractor's proposed resource must demonstrate a minimum 5 years of experience (as of the issuance date of draft task authorization) implementing, upgrading or supporting PeopleSoft Human Capital Management (HCM) version 8.9 (or greater) and PeopleTools version 8.4x, of which at least 8 years is experience with PeopleTools v8.49 or higher.	
M2	The Contractor's proposed resource must demonstrate a minimum 5 years of experience (as of the issuance date of draft task authorization) developing technical specifications for an Enterprise Resource Planning (ERP) system design, development and implementation.	
M3	The Contractor's proposed resource must demonstrate a minimum 5 years of experience (as of the issuance date of draft task authorization) in translating ERP business requirements into system design and technical specifications.	
A.5. ERP Technical Analyst (PeopleSoft) – Level 3, Annex A, Statement of Work, Section 4.1.9		
M1	The Contractor's proposed resource must demonstrate a minimum of 10 years of experience (as of the issuance date of draft task authorization) in implementing, upgrading or supporting PeopleSoft Human Capital Management (HCM) version 8.9 (or greater) and PeopleTools version 8.4x, of which at least 8 years is experience with PeopleTools v8.49 or higher.	

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M2	The Contractor's proposed resource must demonstrate a minimum of 10 years of experience (as of the issuance date of draft task authorization), in installing any PeopleSoft related software products (e.g. Weblogic, Tuxedo, PeopleTools version 8.4x (or higher), Cobol, Crystal, etc.) on Windows, Linux or Unix platforms using PeopleSoft Update Manager to apply application upgrades, patches and maintenance packs.			
M3	The Contractor's proposed resource must demonstrate a minimum of 10 years of experience (as of the issuance date of draft task authorization) in managing the PeopleSoft HCM environment as it relates to web servers, application server, reporting and process scheduler environments which must include all of the following: <ul style="list-style-type: none"> a. Configuration and support of PeopleSoft Application Designer, b. The migration and execution of PeopleSoft Data Mover, SQR, or SQL; c. Following Migration Instructions to migrate PeopleSoft Application Designer projects from source to target environments d. Troubleshooting and reporting on migration errors, and to stakeholders or internal managed process 			
A.5. ERP Technical Analyst (PeopleSoft) – Level 2, Annex A, Statement of Work, Section 4.1.8				
M1	The Contractor's proposed resource must demonstrate a minimum of 5 years of experience (as of the issuance date of draft task			

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	authorization), implementing, upgrading or supporting PeopleSoft Human Capital Management (HCM) version 8.9 (or greater) and PeopleTools version 8.4x, of which at least 8 years is experience with PeopleTools v8.49 or higher.			
M2	The Contractor's proposed resource must demonstrate a minimum of 5 years of experience (as of the issuance date of draft task authorization) installing any PeopleSoft related software products (e.g. Weblogic, Tuxedo, PeopleTools version 8.4x (or higher), Cobol, Crystal, etc.) on Windows, Linux or Unix platforms using PeopleSoft Update Manager to apply application upgrades, patches and maintenance packs.			
M3	The Contractor's proposed resource must demonstrate a minimum of 5 years of experience (as of the issuance date of draft task authorization) managing the PeopleSoft HCM environment as it relates to web servers, application server, reporting and process scheduler environments which must include: a) PeopleSoft tools Application Designer, data Mover, SQR, SQL; b) Migrating developed PeopleSoft projects (PeopleSoft tools Application Designer projects, data Mover, SQR, SQL, through development, test and production environments).			
A.7. Programmer Analyst – Level 3, Annex A, Statement of Work, Section 4.1.11				
M1	The Contractor's proposed resource must demonstrate a minimum of 10 years of			

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	experience (as of the issuance date of draft task authorization), in implementing, upgrading or supporting any of the software applications/technologies listed in the section 4.1.10 of the Annex A – Statement of Work.			
M2	The Contractor's proposed resource must demonstrate a minimum of 10 years of experience (as of the issuance date of draft task authorization) in developing, testing, documenting and implementing program/code and configuration changes to software applications.			
M3	The Contractor's proposed resource must demonstrate a minimum of 5 years of experience, within the last ten (10) years (as of the issuance date of draft task authorization) in reviewing functional requirements and specifications and providing expertise and advice on <u>all</u> of the following: a. HTML b. .NET			
M4	The Contractor's proposed resource must demonstrate a minimum of 10 years of experience (as of the issuance date of draft task authorization) in performing application support activities by troubleshooting and correcting issues and defects, reporting to management and liaising with business and end-user clients.			
A.7. Programmer Analyst – Level 2, Annex A, Statement of Work, Section 4.1.10				
M1	The Contractor's proposed resource must demonstrate a minimum of 5 years of experience (as of the issuance date of draft task authorization) in implementing, upgrading or supporting software applications.			

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M2	The Contractor's proposed resource must demonstrate a minimum of 5 years of experience (as of the issuance date of draft task authorization) in developing, testing, documenting and implementing program/code and configuration changes to software applications.			
M3	The Contractor's proposed resource must have a minimum of 5 years of demonstrated experience (as of the issuance date of draft task authorization) in performing application support activities by troubleshooting and correcting issues and defects, reporting to management and liaising with business and end-user clients.			

A.8 System Analyst – Level 3, Annex A, Statement of Work, Section 4.1.12

M1	The Contractor's proposed resource must demonstrate a minimum of 10 years of experience (as of the issuance date of draft task authorization) in translating business requirements into systems design and technical specifications.			
M2	The Contractor's proposed resource must demonstrate a minimum of 10 years of experience (as of the issuance date of draft task authorization)) in analyzing business requirements, performing feasibility studies, mapping interdependencies, and producing the required functional and technical specifications or process re-engineering recommendations with estimated level of effort.			
M3	The Contractor's proposed resource must demonstrate a minimum of 10 years of experience (as of the issuance date of draft task authorization) in analyzing and recommending			

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	alternatives and options for the technical solution.			
A.11 Tester – Level 2, Annex A, Statement of Work, Section 4.1.13				
M1	The Contractor's proposed resource must demonstrate a minimum of five (5) years of experience (as of the issuance date of draft task authorization) in using automated testing tools, executing automated and manual test runs, and validating results.			
M2	The Contractor's proposed resource must demonstrate a minimum of three (3) years within the last five (5) years testing experience (as of the issuance date of draft task authorization) using Quality Center/ALM.			
M3	The Contractor's proposed resource must demonstrate a minimum of three (3) years within the last five (5) years of testing experience (as of the issuance date of draft task authorization) using QuickTest Pro/UFT or similar product within the last five (5) years.			
B.5. Business Process Re-Engineering (BRP) Consultant – Level 3, Annex A, Statement of Work, Section 4.2.1				
M1	The Contractor's proposed resource must demonstrate a minimum of 10 years of experience (as of the issuance date of draft task authorization) analyzing business functional requirements to identify information, procedures and decision flows.			
M2	The Contractor's proposed resource must have a certificate/diploma of formal training in Business Analysis using the Business Analysis Body of Knowledge (BABOK) methodology or equivalent.			

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B.9. Courseware Developer – Level 3, Annex A, Statement of Work, Section 4.2.2		
M1	The Contractor's proposed resource must demonstrate a minimum 10 years of experience (as of the issuance date of draft task authorization) developing training materials.	
M2	The Contractor's proposed resource must have obtained the User Productivity Kit certification.	
M3	The Contractor's proposed resource must have developed a minimum of four (4) eLearning courses using rapid eLearning tools such As: Adobe Illustrator, Adobe Photoshop, Adobe Captivate, Adobe Dreamweaver, Adobe Contribute, HTML, CSS, Adobe Flash, Articulate by Techsmith, Saba Publisher, and/or Oracle User Productivity Kit (UPK).	
B.9. Courseware Developer – Level 2, Annex A, Statement of Work, Section 4.2.3		
M1	The Contractor's proposed resource must demonstrate a minimum of 5 years of experience (as of the issuance date of draft task authorization) developing training materials.	
M2	The Contractor's proposed resource must have obtained the User Productivity Kit certification.	
M3	The Contractor's proposed resource must have developed a minimum of two (2) eLearning courses using rapid eLearning tools such As: Adobe Illustrator, Adobe Photoshop, Adobe Captivate, Adobe Dreamweaver, Adobe Contribute, HTML, CSS, Adobe Flash, Articulate by Techsmith, Saba Publisher, and/or Oracle User Productivity Kit (UPK).	
P.1. Change Management Consultant – Level 2, Annex A, Statement of Work, Section 4.3.1		

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M1	The Contractor's proposed resource must demonstrate a minimum of five (5) years of experience (as of the issuance date of draft task authorization) performing at least 50% of the tasks enumerated at 4.3.1 of Annex A - Statement of Work article a) to j) of this Contract for the Level 2 Change Management Consultant.			
M2	The Contractor's proposed resource must demonstrate a minimum of two (2) years of experience, within the last six (6) years, (as of the issuance date of draft task authorization) planning and implementing Business Change Management strategies on the implementation of an ERP solution			
C-3. IT Security TRA and C&A Analyst – Level 3, Annex A, Statement of Work, Section 4.4.1				
M4	The Contractor's proposed resource must demonstrate a minimum of 10 years of experience in conducting IT Security TRA and C&A activities in accordance with all of the policies, standards and guides listed below: a) The Policy on Government Security (PGS) and the PGS II Security Standards and Directives; b) The Operational Security Standard: Management of IT Security (MITS); c) The CSEC ITSG-04 Harmonized Threat and Risk Assessment; and, d) MG-4 – A Guide to Certification and Accreditation for Information Technology Systems.			

Note to Bidders: Attachments 4.1 and 4.2 – Mandatory Technical Criteria and Point-Rated Technical Criteria are to be inserted and will form part of the resulting contract.

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ATTACHMENT 4.1

MANDATORY TECHNICAL CRITERIA

Corporate Mandatory Criteria

MT#	Corporate Mandatory Criteria	Bidder Substantiation	Reference to additional Substantiating Materials included in Bid
CM1	<p>The Bidder must clearly demonstrate its experience providing PeopleSoft Human Capital Management (HCM) systems services, as a prime contractor, through two (2) contracts, which meet <u>all of following</u>:</p> <p>Each single contract must have been:</p> <ol style="list-style-type: none"> 1. for the support of PeopleSoft HCM system: <ol style="list-style-type: none"> a) at version 8.9 or higher b) using PeopleTools v. 8.49 or higher c) for a minimum of 5,000 users 2. for a duration of 24 consecutive months within the last 60 months (as of bid closing date) 3. with a separate and distinct business client; and 4. for work performed on the client site (i.e. not using a service delivery centre). 		
CM2	<p>In one (1) of the two (2) contracts provided in CM1, the Bidder must clearly demonstrate that it provided qualified resources, which contained the following:</p> <ol style="list-style-type: none"> 1. a minimum of 6 resources within a 3 consecutive month time period from the start of the contract or from the issuance of the initial Task Authorization against the contract within the last 60 months (as of bid closing date); and 2. the Bidder maintained these 6 resources for a minimum 		

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	<p>period of 6 consecutive months thereafter (see note below).</p> <p>Note: The requirement to have maintained resources for a minimum period of 6 consecutive months means that over this 6 month period there must have been at least the minimum number of resources being provided for each contract. The Bidder does not have to demonstrate that the minimum quantities of resources were being provided every month for 6 months. But rather, there must not have been a break in service from one month to the next for the entire 6 months and that the level of resources being provided must have been at least the minimum quantity at some point during the 6 month period. For example, from month 1 to 2 of the 6 month period, the Bidder provided 15 resources, then in month 3 to 6, the Bidder provided only 6 resources. Since the Bidder provided at least the minimum number of resources during the 6 month period and there was not any period during the 6 month period in which no resources were being provided, then the Bidders bid would be considered meeting the requirements for this contract.</p> <p>For CM1 and CM2 above, the Bidder must confirm its experience by submitting customer reference for each contract provided.</p> <p>The reference must include the following:</p> <ol style="list-style-type: none"> 1. Name of the organization; 2. Size of organization; 3. The contract number; 4. A brief description of the services provided; 		
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	<p>5. The name, the telephone number and e-mail address of the organizations’ contact responsible for the Contract;</p> <p>6. The dates (dd/mm/yyyy) for both the start and end date (if applicable) of the contracts;</p> <p>7. The PeopleSoft version(s) supported.</p> <p>The information listed above must be submitted with the bid using Form 1 – Customer Reference Contact Information Form. If any of the information is not submitted, the Contracting Authority will inform the Bidder of a time frame within which to provide the information. Failure to provide the information listed above within this time frame will render the bid non-responsive.</p> <p>It is the Bidder’s responsibility to ensure that any information provided is accurate.</p> <p>The Bidder must have been the prime contractor, rather than a subcontractor. This means that the Bidder contracted directly with the customer for the work. If the Bidder’s contract was to perform work which another entity had itself first been contracted to perform, the Bidder will not be considered the prime contractor. For example, Z (customer) contracted with Y, in turn, entered into a contract with X to provide all or part of these services to Z. In this example, Y is a prime contractor and X is a subcontractor.</p> <p>Bidders are reminded that a Supply Arrangement or Standing Offer is not a contract and therefore any reference to this type of document will not be accepted for the purpose of evaluating contract experience. For example if the Bidder references is TBIPS SA number such as EN578-055605/XXX/EL for the purpose of demonstrating experience under the evaluation criteria, Canada will</p>		
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disregard this experience because it does not relate to a specific contract.		

The Bidder’s Proposed Resources:

A.2. ERP Functional Analyst (PeopleSoft), Level 3			
MT#	Mandatory Technical Criteria	Bidder Substantiation	Reference to additional Substantiating Materials and Proof of certification included in Bid
MT1	The Bidder’s proposed resource must demonstrate a minimum of 10 years of experience (as of bid closing date), in implementing, upgrading or supporting PeopleSoft Human Capital Management (HCM) version 8.9 (or greater).		
MT2	The Bidder’s proposed resource must demonstrate a minimum of 10 years of experience (as of bid closing date), in developing business or functional requirements for PeopleSoft application, including providing design ideas for new functionality and documenting functional specification.		
MT3	The Bidder’s proposed resource must demonstrate a minimum of 10 years of experience (as of bid closing date), in analyzing and troubleshooting application behaviours, including data related issues, to identify the root cause, document findings and propose recommendations on how to fix the issues, which includes workarounds when required.		

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A.3. ERP Programmer Analyst (PeopleSoft), Level 3			
MT#	Mandatory Technical Criteria	Bidder Substantiation	Reference to additional Substantiating Materials and Proof of certification included in Bid
MT4	The Bidder’s proposed resource must demonstrate a minimum of 10 years of experience (as of bid closing date), in implementing, upgrading or supporting PeopleSoft Human Capital Management (HCM) version 8.9 (or greater) and PeopleTools version 8.4x, of which at least 8 years is experience with PeopleTools v8.49 or higher.		
MT5	The Bidder’s proposed resource must demonstrate a minimum of 10 years of experience (as of bid closing date), in developing, testing, documenting and implementing program/code and configuration changes to the PeopleSoft application, as per technical specifications, using PeopleTools (i.e. Application Designer, PeopleCode, Application Engine, Integration Broker, PS/Query, Data Mover, etc.)		
MT6	The Bidder’s proposed resource must demonstrate a minimum of 10 years of experience (as of bid closing date), in performing application support activities by troubleshooting and correcting issues and defects, reporting to management and liaising with business and end-user clients.		

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A.4. ERP Systems Analyst (PeopleSoft), Level 3			
MT#	Mandatory Technical Criteria	Bidder Substantiation	Reference to additional Substantiating Materials and Proof of certification included in Bid
MT7	The Bidder’s proposed resource must demonstrate a minimum of 10 years of experience (as of bid closing date), in implementing, upgrading or supporting PeopleSoft Human Capital Management (HCM) version 8.9 (or greater) and PeopleTools version 8.4x, of which at least 8 years is experience with PeopleTools v8.49 or higher.		
MT8	The Bidder’s proposed resource must demonstrate a minimum of 10 years of experience (as of bid closing date), in developing technical specifications for an Enterprise Resource Planning (ERP) system design, development and implementation.		
MT9	The Bidder’s proposed resource must demonstrate a minimum of 10 years of experience (as of bid closing date), in translating ERP business requirements into system design and technical specifications.		

A.5. ERP Technical Analyst (PeopleSoft), Level 3			
MT#	Mandatory Technical Criteria	Bidder Substantiation	Reference to additional Substantiating Materials and Proof of certification included in Bid
MT10	The Bidder’s proposed resource must demonstrate a minimum of 10 years of experience (as of bid closing date), in implementing, upgrading or supporting PeopleSoft		

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	Human Capital Management (HCM) version 8.9 (or greater) and PeopleTools version 8.4x, of which at least 8 years is experience with PeopleTools v8.49 or higher.		
MT11	The Bidder's proposed resource must demonstrate a minimum of 10 years of experience (as of bid closing date), in installing any PeopleSoft related software products (e.g. Weblogic, Tuxedo, PeopleTools version 8.4x (or higher), Cobol, Crystal, etc.) on Windows, Linux or Unix platforms using PeopleSoft Update Manager or Change Assistant to apply application upgrades, patches and maintenance packs.		
MT12	The Bidder's proposed resource must demonstrate a minimum of 10 years of experience (as of bid closing date), in managing the PeopleSoft HCM environment as it relates to web servers, application server, reporting and process scheduler environments which must include all of the following: <ul style="list-style-type: none"> a. Configuration and support of PeopleSoft Application Designer. b. The migration and execution of PeopleSoft Data Mover, SQR, or SQL. c. Following Migration Instructions to migrate PeopleSoft Application Designer projects from source to target environments. d. Troubleshooting and reporting on migration errors, and to stakeholders or internal managed process. 		

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A.7. Programmer/Analyst, Level 3			
MT#	Mandatory Technical Criteria	Bidder Substantiation	Reference to additional Substantiating Materials and Proof of certification included in Bid
MT13	The Bidder’s proposed resource must demonstrate a minimum of 10 years of experience (as of bid closing date), in implementing, upgrading or supporting any of the software applications/technologies listed in the section 4.1.10 of the Annex A – Statement of Work.		
MT14	The Bidder’s proposed resource must demonstrate a minimum of 10 years of experience (as of bid closing date), in developing, testing, documenting and implementing program/code and configuration changes to software applications.		
MT15	The Bidder’s proposed resource must demonstrate a minimum of 5 years of experience, within the last ten (10) years (as of bid closing date), in reviewing functional requirements and specifications and providing expertise and advice on <u>all</u> of the following: <ul style="list-style-type: none"> o HTML o .NET 		
MT16	The Bidder’s proposed resource must demonstrate a minimum of 10 years of experience (as of bid closing date), in performing application support activities by troubleshooting and correcting issues and defects, reporting to management and liaising with business and end-user clients.		

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A.8. System Analyst, Level 3			
MT#	Mandatory Technical Criteria	Bidder Substantiation	Reference to additional Substantiating Materials and Proof of certification included in Bid
MT17	The Bidder’s proposed resource must demonstrate a minimum of 10 years of experience (as of bid closing date), in translating business requirements into systems design and technical specifications.		
MT18	The Bidder’s proposed resource must demonstrate a minimum of 10 years of experience (as of bid closing date), in analyzing business requirements, performing feasibility studies, mapping interdependencies, and producing the required functional and technical specifications or process re-engineering recommendations with estimated level of effort.		
MT19	The Bidder’s proposed resource must demonstrate a minimum of 10 years of experience (as of bid closing date), in analyzing and recommending alternatives and options for the technical solution.		

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ATTACHMENT 4.3 - INSTRUCTIONS TO BIDDERS

INSTRUCTIONS AND NOTES

1 General Instructions:

When completing the pricing sheet, the Bidder is requested to only to enter their firm per diem price into the unshaded areas. The spreadsheet will automatically calculate the shaded areas where necessary. The formula located in the shaded areas are not to be changed by the Bidder, unless instructed by PWGSC.

2 All unit prices must:

- Be in Canadian Funds;
- Exclude the Applicable Taxes.

3 Estimated Number of Days:

In respect of the "**Estimated Number of Days**" listed in column (C) the estimated number of days is for evaluation purposes only during the solicitation process. The actual number of days during the Contract Period and option periods may be more or less, as determined by the Technical Authority.

4 Bidders are requested to quote a firm per diem price.

ATTACHMENT 4.3 - PRICING SCHEDULE (Revised 04 Dec 2017)

INITIAL CONTRACT PERIOD:

Initial Contract Period Year 1					
(A)	(B)	(C)	(D)	(E)	(F)
Resource Category	Level of expertise	Estimated Number of resources	Estimated Numbers of Days per resource	Firm Per Diem Rate	TOTAL COST (D x E)
A.1 Application/Software Architect	Level 3	1	220		\$ -
A.2 ERP Functional Analyst	Level 3	8	1760		\$ -
A.2 ERP Functional Analyst	Level 2	4	880		\$ -
A.3 ERP Programmer Analyst	Level 3	7	1540		\$ -
A.3 ERP Programmer Analyst	Level 2	4	880		\$ -
A.4 ERP System Analyst	Level 3	2	440		\$ -
A.4 ERP System Analyst	Level 2	2	440		\$ -
A.5 ERP Technical Analyst	Level 3	1	220		\$ -
A.5 ERP Technical Analyst	Level 2	2	440		\$ -
A.7 Programmer/Analyst	Level 3	2	440		\$ -
A.7 Programmer/Analyst	Level 2	1	220		\$ -
A.8 System Analyst	Level 3	2	440		\$ -
A.11 Tester	Level 2	2	440		\$ -
B.5 Business Process Reengineering	Level 3	1	220		\$ -
B.9 Courseware developer	Level 3	1	220		\$ -
B.9 Courseware developer	Level 2	1	220		\$ -
C.3 IT Security TRA and C&A Analyst	Level 3	1	220		\$ -
P.1 Change Management Consultant	Level 2	1	220		\$ -
TOTAL PRICE INITIAL CONTRACT PERIOD FOR YEAR 1:					\$ -

Initial Contract Period Year 2					
(A)	(B)	(C)	(D)	(E)	(F)
Resource Category	Level of expertise	Estimated Number of resources	Estimated Numbers of Days per resource	Firm Per Diem Rate	TOTAL COST (D x E)
A.1 Application/Software Architect	Level 3	1	220		\$ -
A.2 ERP Functional Analyst	Level 3	5	1100		\$ -
A.2 ERP Functional Analyst	Level 2	2	440		\$ -
A.3 ERP Programmer Analyst	Level 3	5	1100		\$ -
A.3 ERP Programmer Analyst	Level 2	3	660		\$ -
A.4 ERP System Analyst	Level 3	1	220		\$ -
A.4 ERP System Analyst	Level 2	2	440		\$ -
A.5 ERP Technical Analyst	Level 3	1	220		\$ -
A.5 ERP Technical Analyst	Level 2	1	220		\$ -
A.7 Programmer/Analyst	Level 3	2	440		\$ -
A.7 Programmer/Analyst	Level 2	1	220		\$ -
A.8 System Analyst	Level 3	1	220		\$ -
A.11 Tester	Level 2	1	220		\$ -
B.5 Business Process Reengineering	Level 3	1	220		\$ -
B.9 Courseware developer	Level 3	1	220		\$ -
B.9 Courseware developer	Level 2	1	220		\$ -
C.3 IT Security TRA and C&A Analyst	Level 3	1	220		\$ -
P.1 Change Management Consultant	Level 2	1	220		\$ -
TOTAL PRICE INITIAL CONTRACT PERIOD FOR YEAR 2:					\$ -

Option Period					
(A)	(B)	(C)	(D)	(E)	(F)
Resource Category	Level of expertise	Estimated Number of resources	Estimated Numbers of Days per resource	Firm Per Diem Rate	TOTAL COST (D x E)
A.1 Application/Software Architect	Level 3	1	220		\$ -
A.2 ERP Functional Analyst	Level 3	1	220		\$ -
A.2 ERP Functional Analyst	Level 2	1	220		\$ -
A.3 ERP Programmer Analyst	Level 3	1	220		\$ -
A.3 ERP Programmer Analyst	Level 2	1	220		\$ -
A.4 ERP System Analyst	Level 3	1	220		\$ -
A.4 ERP System Analyst	Level 2	1	220		\$ -
A.5 ERP Technical Analyst	Level 3	1	220		\$ -
A.5 ERP Technical Analyst	Level 2	1	220		\$ -

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A.7 Programmer/Analyst	Level 3	1	220		\$	-
A.7 Programmer/Analyst	Level 2	1	220		\$	-
A.8 System Analyst	Level 3	1	220		\$	-
A.11 Tester	Level 2	1	220		\$	-
B.5 Business Process Reengineering	Level 3	1	220		\$	-
B.9 Courseware developer	Level 3	1	220		\$	-
B.9 Courseware developer	Level 2	1	220		\$	-
C.3 IT Security TRA and C&A Analyst	Level 3	1	220		\$	-
P.1 Change Management Consultant	Level 2	1	220		\$	-
TOTAL PRICE OPTION YEAR 1:					\$	-

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ATTACHMENT 4.3 - SUMMARY SHEET

Description	Initial Period of 2 Years		Optional Periods of 1 Years		Total for 3 Years	
	Bid Price		Bid Price		Bid Price	
A	B		C		D	
TOTAL BID PRICE	\$	-	\$	-	\$	-

BID EVALUATED PRICE FOR 3 YEARS = \$ -