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**K1A 0S5**

**Bid Fax: (819) 997-9776**

**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**

**Raison sociale et adresse du  
fournisseur/de l'entrepreneur**

**Issuing Office - Bureau de distribution**

Informatics Professional Services - EL Division/Services

professionnels en informatique - division EL

Terrasses de la Chaudière 4th Floor

10 Wellington Street

Gatineau

Québec

K1A 0S5

<b>Title - Sujet</b> Informatics professional services	
<b>Solicitation No. - N° de l'invitation</b> 47419-192246/A	<b>Amendment No. - N° modif.</b> 004
<b>Client Reference No. - N° de référence du client</b> 47419-192246	<b>Date</b> 2018-12-11
<b>GETS Reference No. - N° de référence de SEAG</b> PW-\$\$EL-632-34184	
<b>File No. - N° de dossier</b> 632el.47419-192246	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Solicitation Closes - L'invitation prend fin</b> <b>at - à 02:00 PM</b> <b>on - le 2019-01-04</b>	
<b>Time Zone</b> <b>Fuseau horaire</b> Eastern Standard Time EST	
<b>F.O.B. - F.A.B.</b> <b>Plant-Usine:</b> <input type="checkbox"/> <b>Destination:</b> <input type="checkbox"/> <b>Other-Autre:</b> <input type="checkbox"/>	
<b>Address Enquiries to: - Adresser toutes questions à:</b> Lapalme, Francis	<b>Buyer Id - Id de l'acheteur</b> 632el
<b>Telephone No. - N° de téléphone</b> (613) 858-9912 ( )	<b>FAX No. - N° de FAX</b> ( ) -
<b>Destination - of Goods, Services, and Construction:</b> <b>Destination - des biens, services et construction:</b>	

**Instructions: See Herein**

**Instructions: Voir aux présentes**

<b>Delivery Required - Livraison exigée</b>	<b>Delivery Offered - Livraison proposée</b>
<b>Vendor/Firm Name and Address</b> <b>Raison sociale et adresse du fournisseur/de l'entrepreneur</b>	
<b>Telephone No. - N° de téléphone</b> <b>Facsimile No. - N° de télécopieur</b>	
<b>Name and title of person authorized to sign on behalf of Vendor/Firm</b> <b>(type or print)</b> <b>Nom et titre de la personne autorisée à signer au nom du fournisseur/ de l'entrepreneur (taper ou écrire en caractères d'imprimerie)</b>	
<b>Signature</b>	<b>Date</b>

The purpose of amendment number 004 is to respond to vendors' questions and to provide revisions to the subject Request for Proposal (RFP).

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**Question 1:**

The term "operational surveillance" and the phrase "the assessment of risk and operational surveillance" appear in several of the resource requirements grids as well as the corporate mandatory. However, it does not appear in the Statement of Work or the Glossary. In order to ensure that all bidders have the same understanding of the requirement, please provide a definition.

**Response 1:**

*Operational Surveillance:* An evaluation of data in order to extract and aggregate operational-critical information for a proactive analysis and response to operational vulnerabilities.

*Risk Assessment:* An evaluation of the chance of vulnerabilities being exploited based on the effectiveness of existing or proposed security measures.

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**Question 2:**

We are interested in bidding on this RFP but require clarification on a few criteria, as the wording used could be interpreted in different ways. In Mandatory corporate requirement 1.0., item (1) can you please explain what is meant by **"the assessment of risk and operational surveillance"**? Please provide enough detail in the explanation to allow vendors to assess their contracts for compliancy against the criterion and to explain the intended meaning to their client reference contact when requesting a letter of reference.

**Response 2:**

Please see response 1.

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**Question 3:**

For the Application/Software Architect, M.4, the experience requested must be **"for an organization involved in the assessment of risk and operational surveillance"**

- a) Can you explain what this means in the context of this RFP?
- b) What organizations, outside of CBSA , would be involved in "the assessment of risk and operational surveillance"?

**Response 3:**

- a) Please see response 1.
  - b) Multiple departments, agencies and private sector businesses perform similar services. Canada will not name specific organizations.
-

**Question 4:**

Similarly for the Business Architect, M.3, the experience requested must be ***“for an organization involved in the assessment of risk and operational surveillance”***

- a) Can you explain what this means in the context of this RFP?
- b) What organizations, outside of CBSA , would be involved in “the assessment of risk and operational surveillance”?
- c) Is CBSA indicating that only candidates having worked in CBSA will be accepted to be proposed for this category?

**Response 4:**

- a) Please see response 1.
  - b) Please see response 3 b).
  - c) No. The proposed resources must meet the qualification requirements described in Attachments 2 and 3 of this RFP.
- 

**Question 5:**

For the Application/Software Architect, Rated criterion R.11 request that the experience must be related to ***“the assessment of risk and operational surveillance”*** in order to score points.

- a) Can you explain what this means?

**Response 5:**

- a) Please see response 1.
- 

**Question 6:**

Similarly for the Business Architect, Rated criterion R.7 request that the experience must be for “an organization involved in the assessment of risk and operational surveillance” in order to score points.

- a) Can you provide some clarification as to what organizations are involved in these activities outside of CBSA?

**Response 6:**

- a) Please see response 3 b).
-

**Question 7:**

With regards to:

- Business Architect L3 (Proposed Resource 2.4): Rated Criteria R.3 asks for “experience documenting business processes using IBM WebSphere Business Process Model Notation (BPMN).” Can the Crown please clarify whether the intent is that:

- A. the candidate has experience using the IBM Business Process Manager application platform; or
- B. the candidate has experience using the notation standard, BPMN.

If the Crown’s intent is to use the notation standard, BPMN (rather than the IBM tool), would the Crown please consider it acceptable to have “experience using the IBM Line of Visibility Enterprise Modeling (LOVEM™) approach”. LOVEM™ is considered one of the key contributors to BPMN, and is considered to be functionally equivalent to BPMN in the typical tasks of Business Architecture

**Response 7:**

Please see revisions to rated criterion R.3 of Business Architect – Level 3 at attached “Attachment 3 – revision 2” and “Appendix C to Annex A – revision 2”.

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**Question 8:**

With regards to Section 3.2 A) (IV) “For Proposed Resources:” CBSA has not requested that the bidders submit any form of consent for each proposed resource with the response. We see this as a risk to the overall bid, as Canada has no way of checking at the bid submission stage that proposed resources have consented to be submitted and have consented to the information provided in their CV. Some resources may not be aware that they are been submitted to the bid or may not have consented to the information provided in their CVs.

Would Canada consider adding a requirement for all five (5) proposed resources where “the bidder must secure and provide signed acknowledgement and consent that each of its proposed resources grant the bidder exclusive rights to submit their name and resume and that they acknowledge that all the information contained in their CV is accurate.”

**Response 8:**

Please see paragraph **5.1 (b) Professional Services Resources** of the RFP document.

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**ALL OTHER TERMS AND CONDITIONS REMAIN UNCHANGED**

## **ATTACHMENT 3 – revision 2**

### **BID EVALUATION CRITERIA – RATED REQUIREMENTS**

Technical proposals will be evaluated in accordance with the following evaluation criteria. Substantiation of rated requirements must not simply be a repetition of the criteria, but must explain and demonstrate how the Bidder meets the requirement. Where Canada determines that the substantiation of a rated requirement is not complete, the Bidder will be rated accordingly.

#### **1.0 RATED RESOURCE REQUIREMENTS**

##### **1.1 Application/Software Architect - Level 3**

<b>Name of proposed Resource:</b> _____				
<b>The Bidder SHOULD demonstrate that the proposed Application/Software Architect – Level 3 has:</b>				
<b>Criteria</b>	<b>Rated Requirement</b>	<b>Maximum Points</b>	<b>Point Allocation</b>	<b>Substantiating Information, Cross Reference to Proposal</b>
<b>R.1</b>	Experience designing systems that provide secure access to a minimum of 100 external or independent businesses.	10	0 to 1 year = 0 points 1+ to 3 years = 2 points 3+ to 5 years = 5 points 5+ years = 10 points	
<b>R.2</b>	Experience in designing Information Management/Information Technology (IM/IT) systems that operate 24 hours per day, 7 days per week.	10	0 to 1 year = 0 points 1+ to 3 years = 2 points 3+ to 5 years = 5 points 5+ years = 10 points	

<b>R.3</b>	Experience in designing IM/IT systems for IM/IT projects with a dollar value in excess of a \$100 million budget.	10	0 to 1 year = 0 points 1+ to 3 years = 2 points 3+ to 5 years = 5 points 5+ years = 10 points	
<b>R.4</b>	Experience designing systems that support a minimum of 500,000 transactions per day.	10	0 to 1 year = 0 points 1+ to 3 years = 2 points 3+ to 5 years = 5 points 5+ years = 10 points	
<b>R.5</b>	Experience in the last 10 years designing systems that are based on Java front-ends accessing Z/OS operating environments.	10	0 to 1 year = 0 points 1+ to 3 years = 2 points 3+ to 5 years = 5 points 5+ years = 10 points	

<b>R.6</b>	<p>Experience in analyzing and preparing architecture design models and specifications which include architectural model diagrams accompanied by written explanations of the architectural design and functionality for one or more of the following:</p> <ul style="list-style-type: none"> <li>• electronic submission, validation and business system processes</li> <li>• client identify management for supply chain partners</li> <li>• analyzing and implementing risk scoring or assessment algorithms</li> </ul>	10	<p>0 to 1 year = 0 points</p> <p>1+ to 3 years = 2 points</p> <p>3+ to 5 years = 5 points</p> <p>5+ years = 10 points</p>	
<b>R.7</b>	<p>Experience in developing architecture models and viewpoints involving 1 or more of the following architecture modelling standard and software:</p> <ul style="list-style-type: none"> <li>• IBM Rational Software</li> <li>• Rational Rose</li> <li>• Archimate modelling standard</li> <li>• Qualiware Architect Modelling Software</li> </ul>	5	<p>0 to 3 years = 0 points</p> <p>3+ to 5 years = 3 points</p> <p>5+ years = 5 points</p>	
<b>R.8</b>	<p>Experience in analyzing and implementing applications in a Service-oriented Architecture (SOA)* environment.</p> <p>*SOA is an approach for developing enterprise information systems solutions based on services, is an industry best practice, which promotes open architecture and aims to align information system services with business processes and data to enable re-use of business level functions.</p>	5	<p>0 to 1 year = 0 points</p> <p>1+ to 3 years = 2 points</p> <p>3+ years = 5 points</p>	

<b>R.9</b>	Experience in designing, developing and/or implementing IT systems involving business rules engine.	5	0 to 1 year = 0 points 1+ to 3 years = 2 points 3+ years = 5 points	
<b>R.10</b>	Experience in using TOGAF for the design and development of IT applications.	5	0 to 3 years = 0 points 3+ to 5 years = 3 points 5+ years = 5 points	
<b>R.11</b>	<p>Experience in analyzing and preparing architecture design models and specifications, which include architectural model diagrams accompanied by written explanations of the architectural design and functionality, for one or more of the following:</p> <ul style="list-style-type: none"> <li>(1) electronic submission, validation and business system processes; or</li> <li>(2) client identify management for supply chain partners; or</li> <li>(3) implementing risk scoring or assessment algorithms</li> </ul> <p>as it relates to the assessment of risk and operational surveillance.</p>	10	<p>0 to 1 year = 0 points</p> <p>1+ to 3 years = 2 points</p> <p>3+ to 5 years = 5 points</p> <p>5+ years = 10 points</p>	
Total Points Available			90	
Minimum Pass Mark			58	



1.2

Tester - Level 2

<b>Name of proposed Resource:</b> _____				
<b>The Bidder SHOULD demonstrate that the proposed Tester – Level 2 has:</b>				
Criteria	Rated Requirement	Maximum Points	Point Allocation	Substantiating Information, Cross Reference to Proposal
<b>R.1</b>	<p>Experience, as indicated in M.1, in developing automated test scripts using standard automated testing tools.</p> <p>This additional experience does not have to be within the last 5 years.</p>	10	<p>0 to 3 years = 0 points</p> <p>3+ to 4 years = 2 points</p> <p>4+ to 5 years = 4 points</p> <p>5+ to 6 years = 6 points</p> <p>6+ to 7 years = 8 points</p> <p>7+ years = 10 points</p>	
<b>R.2</b>	<p>Experience, as indicated in M.2, in developing and executing automated test cases and test plans using standard automated testing tools.</p> <p>This additional experience does not have to be within the last 5 years.</p>	10	<p>0 to 2 years = 0 points</p> <p>2+ to 3 years = 2 points</p> <p>3+ to 4 years = 4 points</p> <p>4+ to 5 years = 6 points</p> <p>5+ to 6 years = 8 points</p> <p>6+ years = 10 points</p>	

<b>R.3</b>	<p>Experience, as indicated in M.3, in developing test packages, including test strategies, test plans, test cases, test cycles, automated test scripts, test analyses and reporting.</p> <p>This additional experience does not have to be within the last ten years.</p>	10	<p>0 to 5 years = 0 points</p> <p>5+ to 6 years = 2 points</p> <p>6+ to 7 years = 4 points</p> <p>7+ to 8 years = 6 points</p> <p>8+ to 9 years = 8 points</p> <p>9+ years = 10 points</p>	
<b>R.4</b>	<p>Experience, within the last 10 years, preparing or conducting or participating in walkthroughs and reviews that are related to integrated software testing and implementation readiness.</p>	10	<p>0 to 1 year = 0 points</p> <p>1+ to 2 years = 2 points</p> <p>2+ to 3 years = 4 points</p> <p>3+ to 4 years = 6 points</p> <p>4+ to 5 years = 8 points</p> <p>5+ years = 10 points</p>	
<b>R.5</b>	<p>Experience in conducting tests using Extensible Markup Language (XML) messaging formats.</p>	10	<p>0 to 1 year = 0 point</p> <p>1+ to 2 years = 4 points</p> <p>2+ to 3 years = 6 points</p> <p>3+ to 4 years = 8 points</p> <p>4+ years = 10 points</p>	
<b>R.6</b>	<p>Experience in testing applications developed using iterative methodologies.</p>	10 <del>52/70</del>	<p>0 to 1 year = 0 points</p> <p>1+ to 2 years = 4 points</p> <p>2+ to 3 years = 6 points</p> <p>3+ to 4 years = 8 points</p> <p>4+ years = 10 points</p>	

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<b>R.7</b>	Experience in testing object-oriented and tier applications	10	0 to 1 year = 0 points 1+ to 2 years = 4 points 2+ to 3 years = 6 points 3+ to 4 years = 8 points 4+ years = 10 points	
Total Points Available			70	
Minimum Pass Mark			45	

1.3

Tester - Level 3

<b>Name of proposed Resource:</b> _____				
<b>The Bidder SHOULD demonstrate that the proposed Tester – Level 3 has:</b>				
Criteria	Rated Requirement	Maximum Points	Point Allocation	Substantiating Information, Cross Reference to Proposal
<b>R.1</b>	<p>Experience, as indicated in M.1, in developing automated test scripts using standard automated testing tools.</p> <p>This additional experience does not have to be within the last 7 years.</p>	10	<p>0 to 5 years = 0 points</p> <p>5+ to 6 years = 2 points</p> <p>6+ to 7 years = 4 points</p> <p>7+ to 8 years = 6 points</p> <p>8+ to 9 years = 8 points</p> <p>9+ years = 10 points</p>	
<b>R.2</b>	<p>Experience, as indicated in M.2, in developing and executing automated test cases and test plans using standard automated testing tools.</p> <p>This additional experience does not have to be within the last 7 years.</p>	10	<p>0 to 5 years = 0 points</p> <p>5+ to 6 years = 2 points</p> <p>6+ to 7 years = 4 points</p> <p>7+ to 8 years = 6 points</p> <p>8+ to 9 years = 8 points</p> <p>9+ years = 10 points</p>	

<b>R.3</b>	Experience, as indicated in M.3, in developing test packages including test strategies, test plans, test cases, test cycles, automated test scripts, test analysis and reporting.	15	0 to 10 years = 0 points 10+ to 11 years = 8 points 11+ to 12 years = 10 points 12+ to 13 years = 12 points 13+ to 14 years = 14 points 14+ years = 15 points	
<b>R.4</b>	Experience, as indicated in M.5, in testing applications.	10	0 to 5 years = 0 points 5+ to 6 years = 2 points 6+ to 7 years = 4 points 7+ to 8 years = 6 points 8+ to 9 years = 8 points 9+ years = 10 points	
<b>R.5</b>	Experience in conducting tests using Extensible Markup Language (XML) messaging formats.	10	0 to 5 years = 0 points 5+ to 6 years = 2 points 6+ to 7 years = 4 points 7+ to 8 years = 6 points 8+ to 9 years = 8 points 9+ years = 10 points	
<b>R.6</b>	Experience in testing applications developed using iterative methodologies.	10	0 to 5 years = 0 points 5+ to 6 years = 2 points 6+ to 7 years = 4 points 7+ to 8 years = 6 points	

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			8+ to 9 years = 8 points 9+ years = 10 points	
<b>R.7</b>	Experience in testing object-oriented n-tier applications.	10	0 to 5 years = 0 points 5+ to 6 years = 2 points 6+ to 7 years = 4 points 7+ to 8 years = 6 points 8+ to 9 years = 8 points 9+ years = 10 points	
Total Points Available			75	
Minimum Pass Mark			49	

**1.4 Business Architect - Level 3**

<b>Name of proposed Resource:</b> _____				
<b>The Bidder SHOULD demonstrate that the proposed Business Architect – Level 3 has:</b>				
<b>Criteria</b>	<b>Rated Requirement</b>	<b>Maximum Points</b>	<b>Point Allocation</b>	<b>Substantiating Information, Cross Reference to Proposal</b>
<b>R.1</b>	Experience developing specifications, presentations and use cases involving a 24 hours per day, 7 days per week operational mandate that involved 2 or more stakeholders.	10	0 project = 0 points 1 project = 5 points 2 or more projects = 10 points	
<b>R.2</b>	Experience assessing business needs and translating requirements into system functional specifications.	10	0 to 10 years = 0 points 10+ to 12 years = 2 points 12+ to 15 years = 5 points 15+ years = 10 points	

<b>R.3</b>	<p>Experience documenting business processes using:</p> <p>(1) IBM WebSphere Business Process Model Notation (BPMN) - (the tool or the notation standard BPMN); or</p> <p>(2) IBM Line of Visibility Enterprise Modelling (LOVEM)</p>	10	<p>0 to 1 year = 0 points</p> <p>1+ to 3 years = 2 points</p> <p>3+ to 5 years = 5 points</p> <p>5+ years = 10 points</p>	
<b>R.4</b>	<p>Experience, as indicated in M.3, developing and coordinating policies, processes and systems related to either:</p> <p>(1) the collection or processing of advance reporting information in electronic or paperless communication methods; or</p> <p>(2) border passage processing systems; or</p> <p>(3) automated risk assessment processing.</p>	10	<p>0 to 5 years = 0 points</p> <p>5+ to 7 years = 2 points</p> <p>7+ to 10 years = 5 points</p> <p>10+ years = 10 points</p>	
<b>R.5</b>	<p>Experience in using TOGAF for the design and development of IT applications.</p>	5	<p>0 to 3 years = 0 points</p> <p>3+ to 5 years = 3 points</p> <p>5+ years = 5 points</p>	



<b>R.6</b>	Experience in evaluating the feasibility of architecture and technologies to deliver business system changes.	10	0 to 5 years = 0 points 5+ to 7 years = 2 points 7+ to 10 years = 5 points 10+ years = 10 points	
<b>R.7</b>	Experience, as indicated in M.3, developing and coordinating policies, processes and systems related to either: (1) the collection or processing of advance reporting information in electronic or paperless communication methods; or (2) border passage processing systems; or (3) automated risk assessment processing for an organization involved in the assessment of risk and operational surveillance.	10	0 to 5 years = 0 points 5+ to 7 years = 2 points 7+ to 10 years = 5 points 10+ years = 10 points	
Total Points Available			65	
Minimum Pass Mark			42	

**1.5 Business Transformation Architect - Level 3**

<b>Name of proposed Resource:</b> _____				
<b>The Bidder SHOULD demonstrate that the proposed Business Transformation Architect – Level 3 has:</b>				
<b>Criteria</b>	<b>Rated Requirement</b>	<b>Maximum Points</b>	<b>Point Allocation</b>	<b>Substantiating Information, Cross Reference to Proposal</b>
<b>R.1</b>	<p>Experience analysing and developing architecture requirements design, process development, and process mapping for IM/IT project(s).</p> <p>Project referenced must be a minimum of 6 months duration to be considered.</p>	15	<p>1 project = 5 points</p> <p>2 projects = 10 points</p> <p>3 or more projects = 15 points</p>	
<b>R.2</b>	<p>Experience analyzing business and systems requirements and developing business requirements to systems requirements traceability matrices.</p>	10	<p>0 to 1 year = 0 points</p> <p>1 to 3 years = 2 points</p> <p>3 to 5 years = 5 points</p> <p>5+ years = 10 points</p>	

<b>R.3</b>	Experience analyzing business objectives and business requirements and developing business requirements documentation.	10	<p>0 to 1 year = 0 points</p> <p>1 to 3 years = 2 points</p> <p>3 to 5 years = 5 points</p> <p>5+ years = 10 points</p>	
<b>R.4</b>	<p>Experience on initiatives involving collaboration or liaison with national or foreign:</p> <ul style="list-style-type: none"> <li>• government departments or agencies; or</li> <li>• stakeholders; or</li> <li>• representatives.</li> </ul>	10	<p>0 to 1 year = 0 points</p> <p>1+ to 3 years = 2 points</p> <p>3+ to 5 years = 5 points</p> <p>5+ years = 10 points</p>	
<b>R.5</b>	Experience working with World Customs Organization frameworks or agreements (including but not limited to nomenclature, enforcement and compliance, and procedures and facilitation).	10	<p>0 to 1 year = 0 points</p> <p>1+ year = 10 points</p>	
Total Points Available			55	
Minimum Pass Mark			35	

## APPENDIX C TO ANNEX A – **revision 2**

### RESOURCES ASSESSMENT CRITERIA AND RESPONSE TABLE

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 REQUIREMENTS

##### 1.1 Application/Software Architect – Level 3

Name of proposed Resource: _____				
<b>The Contractor MUST demonstrate that the proposed Application/Software Architect – Level 3 has:</b>				
Criteria	Mandatory Requirement	Contractor's response		
		INSERT PAGE # OF RESUME	Met	Not Met
<b>M.1</b>	<p>A minimum of ten years of experience developing all of the following:</p> <ul style="list-style-type: none"> <li>(1) service or application or technical architectures;</li> <li>(2) Architecture frameworks; and</li> <li>(3) Architecture strategies.</li> </ul> <p>to meet business and application requirements.</p>			
<b>M.2</b>	<p>A minimum of 2 Information Management/Information Technology (IM/IT) projects developing technical architectures, frameworks and strategies.</p> <p>Each project referenced must be a minimum of 6 months duration to be considered.</p>			
<b>M.3</b>	<p>A minimum of 2 IM/IT projects conducting architecture options analysis, developing and documenting solutions architectures</p> <p>Each project referenced must be a minimum of 6 months duration to be considered.</p>			

<b>Name of proposed Resource:</b> _____				
<b>The Contractor MUST demonstrate that the proposed Application/Software Architect – Level 3 has:</b>				
Criteria	Mandatory Requirement	Contractor's response		
		INSERT PAGE # OF RESUME	Met	Not Met
<b>M.4</b>	<p>A minimum of 5 years of experience designing and applying technical architecture for border passage processing or risk assessment concepts related to either:</p> <p>(1) the collection or processing of advance reporting information in electronic or paperless communication methods; or</p> <p>(2) border passage processing systems; or</p> <p>(3) automated risk assessment processing</p> <p>for an organization involved in the assessment of risk and operational surveillance.</p>			
<b>M.5</b>	<p>A minimum of 1 year of experience designing a system(s) that incorporates at least 2 of the 7 following technologies:</p> <ul style="list-style-type: none"> <li>• IBM Master Data Management (MDM)</li> <li>• IBM Quality Stage Address Verification Interface (AVI)</li> <li>• IBM LanguageWare</li> <li>• IBM Operational Decision Management (ODM).</li> <li>• Service –oriented Architecture technologies</li> <li>• SAP Applications</li> <li>• IBM Websphere Application Server</li> </ul>			
<b>M.6</b>	<p>A minimum of 3 years of experience designing a system(s) that uses IBM Websphere MQ (MQSeries) to integrate and transport data from disparate systems.</p>			

1.2 Tester – Level 2

Name of proposed Resource: _____				
The Contractor MUST demonstrate that the proposed Tester – Level 2 has:				
Criteria	Mandatory Requirement	Contractor's response		
		INSERT PAGE # OF RESUME	Met	Not Met
M.1	A minimum of 3 years of experience, within the last 5 years, in developing automated test scripts using standard automated testing tools.			
M.2	A minimum of 2 years of experience, within the last 5 years, in developing and executing automated test cases and test plans using standard automated testing tools.			
M.3	A minimum of 5 years of experience, within the last ten years, developing test packages including test strategies, test plans, test cases, test cycles, automated test scripts, test analysis and reporting.			
M.4	A minimum of 3 years of experience testing an application for an entire Software Development Lifecycle (SDLC).			

1.3     **Tester – Level 3**

Name of proposed Resource: _____				
The Contractor <b>MUST</b> demonstrate that the proposed Tester – Level 3 has:				
Criteria	Mandatory Requirement	Contractor’s response		
		INSERT PAGE # OF RESUME	Met	Not Met
M.1	A minimum of 5 years of experience, within the last 7 years prior to the issuance date of the draft TA, in developing automated test scripts using standard automated testing tools.			
M.2	A minimum of 5 years of experience, within the last 7 years prior to the issuance date of the draft TA, in developing and executing automated test cases and test plans using standard automated testing tools.			
M.3	A minimum of ten years of experience developing test packages including test strategies, test plans, test cases, test cycles, automated test scripts, test analysis and reporting.			
M.4	A minimum of 5 years of experience testing an application for an entire Software Development Lifecycle (SDLC)			
M.5	A minimum of 5 years of experience in testing applications.			

#### 1.4 Business Analyst – Level 1

Name of proposed Resource: _____				
The Contractor MUST demonstrate that the proposed Business Analyst – Level 1 has:				
Criteria	Mandatory Requirement	Contractor's response		
		INSERT PAGE # OF RESUME	Met	Not Met
M.1	A minimum of 1 year of experience completing at least 50% of the tasks detailed in the SOW for a Business Analyst - Level 1.			
M.2	Experience providing professional services as a Business Analyst for at least 2 IM/IT related projects within the last 5 years.  Each project referenced must be a minimum of 3 months duration to be considered.			

#### 1.5 Business Analyst – Level 2

Name of proposed Resource: _____				
The Contractor MUST demonstrate that the proposed Business Analyst – Level 2 has:				
Criteria	Mandatory Requirement	Contractor's response		
		INSERT PAGE # OF RESUME	Met	Not Met
M.1	A minimum of 5 years of experience completing at least 50% of the tasks detailed in Article 5 of Annex A (SOW) for a Business Analyst - Level 2.			
M.2	Experience providing professional services as a Business Analyst on at least 3 IM/IT related projects within the last 5 years prior to the issuance date of the draft TA.  Each project referenced must be a minimum of 3 months duration to be considered.			



**1.6 Business Analyst – Level 3**

<b>Name of proposed Resource:</b> _____				
<b>The Contractor MUST demonstrate that the proposed Business Analyst – Level 3 has:</b>				
<b>Criteria</b>	<b>Mandatory Requirement</b>	<b>Contractor's response</b>		
		<b>INSERT PAGE # OF RESUME</b>	<b>Met</b>	<b>Not Met</b>
<b>M.1</b>	A minimum of ten years of experience performing business analyses of functional requirements.			
<b>M.2</b>	A minimum of 5 years of experience conducting requirements gathering sessions and documenting the current state, the As-Is business processes and the supporting information systems.			
<b>M.3</b>	A minimum of 5 years of experience developing process analysis and functional specifications to support the development of automated business processes.			
<b>M.4</b>	A minimum 5 years of experience in conducting interviews and workshops with business and technical communities.			
<b>M.5</b>	A minimum of 2 years of experience performing business analyses of functional requirements on a project involving a 24 hours per day, 7 days per week operational mandate that involved 2 or more stakeholders.			

**1.7 Business Architect – Level 3**

Name of proposed Resource: _____				
The Contractor <b>MUST</b> demonstrate that the proposed Business Architect – Level 3 has:				
Criteria	Mandatory Requirement	Contractor's response		
		INSERT PAGE # OF RESUME	Met	Not Met
<b>M.1</b>	A minimum of ten years of experience developing policies and rules to support an organization's mandate and functional responsibilities.			
<b>M.2</b>	A minimum of 2 IM/IT projects developing specifications, presentations and use cases.  Each project referenced must be a minimum of 6 months duration to be considered.			
<b>M.3</b>	A minimum of 5 years of experience developing and coordinating policies, processes and systems related to either:  (1) the collection or processing of advance reporting information in electronic or paperless communication methods; or (2) border passage processing systems; or (3) automated risk assessment processing;  for an organization involved in the assessment of risk and operational surveillance.			
<b>M.4</b>	A minimum of 2 years of experience in the development of:  (1) data acquisition strategies or border passage processing systems; and  (2) statement of requirements.			

1.8 Business Consultant – Level 3

Name of proposed Resource: _____				
The Contractor MUST demonstrate that the proposed Business Consultant – Level 3 has:				
Criteria	Mandatory Requirement	Contractor's response		
		INSERT PAGE # OF RESUME	Met	Not Met
M.1	A minimum of 1 project managing business requirements by translating business objectives into systems requirements on an IM/IT project.  Project referenced must be a minimum of 6 months duration to be considered.			
M.2	A minimum of ten years of experience completing at least 50% of the tasks detailed in Article 5 of Annex A (SOW) for a Business Consultant – Level 3.			
M.3	A minimum of 2 years of experience defining requirements and business processes and managing issues and risks related to the implementation of software applications for an organization involved in the assessment of risk and operational surveillance.			

1.9 Business System Analyst – Level 2

Name of proposed Resource: _____				
The Contractor MUST demonstrate that the proposed Business System Analyst – Level 2 has:				
Criteria	Mandatory Requirement	Contractor's response		
		INSERT PAGE # OF RESUME	Met	Not Met
M.1	A minimum of 5 years of experience working on IM/IT initiatives developing and documenting statement of requirements and performing business analyses of functional requirements.			
M.2	A minimum of 5 years of experience developing and documenting detailed statement of requirements for IM/IT projects.			
M.3	A minimum of 5 years of experience performing business analyses of functional requirements to identify information, procedures, and decision flows.			

1.10 Business System Analyst – Level 3

Name of proposed Resource: _____				
The Contractor MUST demonstrate that the proposed Business System Analyst – Level 3 has:				
Criteria	Mandatory Requirement	Contractor's response		
		INSERT PAGE # OF RESUME	Met	Not Met
M.1	A minimum of ten years of experience working on IM/IT initiatives developing and documenting statement of requirements and performing business analyses of functional requirements.			
M.2	A minimum of 5 years of experience developing and documenting detailed statement of requirements for IM/IT projects.			
M.3	A minimum of 5 years of experience performing business analyses of functional requirements to identify information, procedures, and decision flows.			

**1.11 Business Transformation Architect – Level 3**

Name of proposed Resource: _____				
The Contractor <b>MUST</b> demonstrate that the proposed Business Transformation Architect – Level 3 has:				
Criteria	Mandatory Requirement	Contractor's response		
		INSERT PAGE # OF RESUME	Met	Not Met
<b>M.1</b>	A minimum of ten years of experience analyzing and developing architecture requirements design, process development, and process mapping.			
<b>M.2</b>	Experience analyzing and developing architecture requirements design, process development, and process mapping on an IM/IT project.  Project referenced must be a minimum of 6 months duration to be considered.			
<b>M.3</b>	A minimum of 2 years of experience in the development of data acquisition strategies or statement of requirements			
<b>M.4</b>	A minimum of 4 years of experience defining and negotiating business and program requirements with personnel in headquarters, and personnel in one of:  (a) regional offices in Canada; or  (b) international offices			

1.12 Change Management Consultant – Level 3

Name of proposed Resource: _____				
The Contractor MUST demonstrate that the proposed Change Management Consultant – Level 3 has:				
Criteria	Mandatory Requirement	Contractor's response		
		INSERT PAGE # OF RESUME	Met	Not Met
M.1	A minimum of ten years of experience working on IM/IT initiatives in analyzing and developing architecture requirements design, process development and process mapping.			
M.2	A minimum of 5 years of experience in evaluating the impact of business transformation and changes in a Large-Scale* work environment.  *Large-Scale is defined as an organization with over 5,000 employees.			
M.3	A minimum of 5 years of experience in developing new business policies and procedures to support business changes and transformation.			

1.13 Project Executive – Level 3

Name of proposed Resource: _____				
The Contractor MUST demonstrate that the proposed Project Executive – Level 3 has:				
Criteria	Mandatory Requirement	Contractor's response		
		INSERT PAGE # OF RESUME	Met	Not Met
M.1	A minimum of ten years of experience, within the last fifteen years prior to the issuance date of the draft TA, in liaising with stakeholders and management and providing risk management on IT enabled projects which were governed and managed through a staged review gating approach.			
M.2	Experience managing 1 IT enabled project* involving 2 or more stakeholders.  *The project must have a minimum duration of 6 months and a total project expenditure of \$100M or more.			



1.14 Project Manager – Level 3

Name of proposed Resource: _____				
The Contractor MUST demonstrate that the proposed Project Manager – Level 3 has:				
Criteria	Mandatory Requirement	Contractor's response		
		INSERT PAGE # OF RESUME	Met	Not Met
M.1	A minimum of 5 years of experience managing a project during the development, implementation and operational phases to meet the project requirements on a project involving a 24 hours per day, 7 days per week operational mandate that involved 2 or more stakeholders.			
M.2	A minimum of 5 years of experience working with Microsoft Project for the purpose of reporting against project milestones.			
M.3	A minimum of 5 years' experience in the development of project-related documentation such as charters, plans and schedules.			

## 2.0 RATED RESOURCE REQUIREMENTS

### 2.1 Application/Software Architect - Level 3

Name of proposed Resource: _____				
The Contractor SHOULD demonstrate that the proposed Application/Software Architect – Level 3 has:				
Criteria	Rated Requirement	Maximum Points	Point Allocation	Substantiating Information, Cross Reference to Proposal
R.1	Experience designing systems that provide secure access to a minimum of 100 external or independent businesses.	10	0 to 1 year = 0 points 1+ to 3 years = 2 points 3+ to 5 years = 5 points 5+ years = 10 points	
R.2	Experience in designing Information Management/Information Technology (IM/IT) systems that operate 24 hours per day, 7 days per week.	10	0 to 1 year = 0 points 1+ to 3 years = 2 points 3+ to 5 years = 5 points 5+ years = 10 points	

<b>R.3</b>	Experience in designing IM/IT systems for IM/IT projects with a dollar value in excess of a \$100 million budget.	10	0 to 1 year = 0 points 1+ to 3 years = 2 points 3+ to 5 years = 5 points 5+ years = 10 points	
<b>R.4</b>	Experience designing systems that support a minimum of 500,000 transactions per day.	10	0 to 1 year = 0 points 1+ to 3 years = 2 points 3+ to 5 years = 5 points 5+ years = 10 points	
<b>R.5</b>	Experience in the last 10 years designing systems that are based on Java front-ends accessing Z/OS operating environments.	10	0 to 1 year = 0 points 1+ to 3 years = 2 points 3+ to 5 years = 5 points 5+ years = 10 points	

<b>R.6</b>	<p>Experience in analyzing and preparing architecture design models and specifications which include architectural model diagrams accompanied by written explanations of the architectural design and functionality for one or more of the following:</p> <ul style="list-style-type: none"> <li>• electronic submission, validation and business system processes</li> <li>• client identify management for supply chain partners</li> <li>• analyzing and implementing risk scoring or assessment algorithms</li> </ul>	10	<p>0 to 1 year = 0 points</p> <p>1+ to 3 years = 2 points</p> <p>3+ to 5 years = 5 points</p> <p>5+ years = 10 points</p>	
<b>R.7</b>	<p>Experience in developing architecture models and viewpoints involving 1 or more of the following architecture modelling standard and software:</p> <ul style="list-style-type: none"> <li>• IBM Rational Software</li> <li>• Rational Rose</li> <li>• Archimate modelling standard</li> <li>• Qualiware Architect Modelling Software</li> </ul>	5	<p>0 to 3 years = 0 points</p> <p>3+ to 5 years = 3 points</p> <p>5+ years = 5 points</p>	
<b>R.8</b>	<p>Experience in analyzing and implementing applications in a Service-oriented Architecture (SOA)* environment.</p> <p>*SOA is an approach for developing enterprise information systems solutions based on services, is an industry best practice, which promotes open architecture and aims to align information system services with business processes and data to enable re-use of business level functions.</p>	5	<p>0 to 1 year = 0 points</p> <p>1+ to 3 years = 2 points</p> <p>3+ years = 5 points</p>	
<b>R.9</b>	<p>Experience in designing, developing and/or implementing IT systems involving business rules engine.</p>	5	<p>0 to 1 year = 0 points</p> <p>1+ to 3 years = 2 points</p> <p>3+ years = 5 points</p>	

<b>R.10</b>	Experience in using TOGAF for the design and development of IT applications.	5	0 to 3 years = 0 points 3+ to 5 years = 3 points 5+ years = 5 points	
<b>R.11</b>	<p>Experience in analyzing and preparing architecture design models and specifications, which include architectural model diagrams accompanied by written explanations of the architectural design and functionality, for one or more of the following:</p> <p>(1) electronic submission, validation and business system processes; or  (2) client identify management for supply chain partners; or  (3) implementing risk scoring or assessment algorithms</p> <p>as it relates to the assessment of risk and operational surveillance.</p>	10	0 to 1 year = 0 points 1+ to 3 years = 2 points 3+ to 5 years = 5 points 5+ years = 10 points	
Total Points Available			90	
Minimum Pass Mark			58	

## 2.2 Tester - Level 2

Name of proposed Resource: \_\_\_\_\_

The Contractor **SHOULD** demonstrate that the proposed Tester – Level 2 has:

Criteria	Rated Requirement	Maximum Points	Point Allocation	Substantiating Information, Cross Reference to Proposal
<b>R.1</b>	<p>Experience, as indicated in M.1, in developing automated test scripts using standard automated testing tools.</p> <p>This additional experience does not have to be within the last 5 years.</p>	10	<p>0 to 3 years = 0 points</p> <p>3+ to 4 years = 2 points</p> <p>4+ to 5 years = 4 points</p> <p>5+ to 6 years = 6 points</p> <p>6+ to 7 years = 8 points</p> <p>7+ years = 10 points</p>	
<b>R.2</b>	<p>Experience, as indicated in M.2, in developing and executing automated test cases and test plans using standard automated testing tools.</p> <p>This additional experience does not have to be within the last 5 years.</p>	10	<p>0 to 2 years = 0 points</p> <p>2+ to 3 years = 2 points</p> <p>3+ to 4 years = 4 points</p> <p>4+ to 5 years = 6 points</p> <p>5+ to 6 years = 8 points</p> <p>6+ years = 10 points</p>	

<b>R.3</b>	<p>Experience, as indicated in M.3, in developing test packages, including test strategies, test plans, test cases, test cycles, automated test scripts, test analyses and reporting.</p> <p>This additional experience does not have to be within the last ten years.</p>	10	<p>0 to 5 years = 0 points</p> <p>5+ to 6 years = 2 points</p> <p>6+ to 7 years = 4 points</p> <p>7+ to 8 years = 6 points</p> <p>8+ to 9 years = 8 points</p> <p>9+ years = 10 points</p>	
<b>R.4</b>	<p>Experience, within the last 10 years, preparing or conducting or participating in walkthroughs and reviews that are related to integrated software testing and implementation readiness.</p>	10	<p>0 to 1 year = 0 points</p> <p>1+ to 2 years = 2 points</p> <p>2+ to 3 years = 4 points</p> <p>3+ to 4 years = 6 points</p> <p>4+ to 5 years = 8 points</p> <p>5+ years = 10 points</p>	
<b>R.5</b>	<p>Experience in conducting tests using Extensible Markup Language (XML) messaging formats.</p>	10	<p>0 to 1 year = 0 point</p> <p>1+ to 2 years = 4 points</p> <p>2+ to 3 years = 6 points</p> <p>3+ to 4 years = 8 points</p> <p>4+ years = 10 points</p>	
<b>R.6</b>	<p>Experience in testing applications developed using iterative methodologies.</p>	10 <del>52/70</del>	<p>0 to 1 year = 0 points</p> <p>1+ to 2 years = 4 points</p> <p>2+ to 3 years = 6 points</p> <p>3+ to 4 years = 8 points</p> <p>4+ years = 10 points</p>	

<b>R.7</b>	Experience in testing object-oriented and tier applications	10	0 to 1 year = 0 points 1+ to 2 years = 4 points 2+ to 3 years = 6 points 3+ to 4 years = 8 points 4+ years = 10 points	
Total Points Available			70	
Minimum Pass Mark			45	



**2.3 Tester - Level 3**

Name of proposed Resource: \_\_\_\_\_

The Contractor **SHOULD** demonstrate that the proposed Tester – Level 3 has:

Criteria	Rated Requirement	Maximum Points	Point Allocation	Substantiating Information, Cross Reference to Proposal
<b>R.1</b>	<p>Experience, as indicated in M.1, in developing automated test scripts using standard automated testing tools.</p> <p>This additional experience does not have to be within the last 7 years.</p>	10	<p>0 to 5 years = 0 points</p> <p>5+ to 6 years = 2 points</p> <p>6+ to 7 years = 4 points</p> <p>7+ to 8 years = 6 points</p> <p>8+ to 9 years = 8 points</p> <p>9+ years = 10 points</p>	
<b>R.2</b>	<p>Experience, as indicated in M.2, in developing and executing automated test cases and test plans using standard automated testing tools.</p> <p>This additional experience does not have to be within the last 7 years.</p>	10	<p>0 to 5 years = 0 points</p> <p>5+ to 6 years = 2 points</p> <p>6+ to 7 years = 4 points</p> <p>7+ to 8 years = 6 points</p> <p>8+ to 9 years = 8 points</p> <p>9+ years = 10 points</p>	

<b>R.3</b>	Experience, as indicated in M.3, in developing test packages including test strategies, test plans, test cases, test cycles, automated test scripts, test analysis and reporting.	15	<p>0 to 10 years = 0 points</p> <p>10+ to 11 years = 8 points</p> <p>11+ to 12 years = 10 points</p> <p>12+ to 13 years = 12 points</p> <p>13+ to 14 years = 14 points</p> <p>14+ years = 15 points</p>	
<b>R.4</b>	Experience, as indicated in M.5, in testing applications.	10	<p>0 to 5 years = 0 points</p> <p>5+ to 6 years = 2 points</p> <p>6+ to 7 years = 4 points</p> <p>7+ to 8 years = 6 points</p> <p>8+ to 9 years = 8 points</p> <p>9+ years = 10 points</p>	
<b>R.5</b>	Experience in conducting tests using Extensible Markup Language (XML) messaging formats.	10	<p>0 to 5 years = 0 points</p> <p>5+ to 6 years = 2 points</p> <p>6+ to 7 years = 4 points</p> <p>7+ to 8 years = 6 points</p> <p>8+ to 9 years = 8 points</p> <p>9+ years = 10 points</p>	
<b>R.6</b>	Experience in testing applications developed using iterative methodologies.	10	<p>0 to 5 years = 0 points</p> <p>5+ to 6 years = 2 points</p> <p>6+ to 7 years = 4 points</p> <p>7+ to 8 years = 6 points</p>	

			8+ to 9 years = 8 points	
			9+ years = 10 points	
R.7	Experience in testing object-oriented n-tier applications.	10	0 to 5 years = 0 points  5+ to 6 years = 2 points  6+ to 7 years = 4 points  7+ to 8 years = 6 points  8+ to 9 years = 8 points  9+ years = 10 points	
Total Points Available			75	
Minimum Pass Mark			49	

## 2.4 Business Analyst - Level 1

Name of proposed Resource: \_\_\_\_\_

The Contractor **SHOULD** demonstrate that the proposed Business Analyst – Level 1 has:

Criteria	Rated Requirement	Maximum Points	Point Allocation	Substantiating Information, Cross Reference to Proposal
<b>R.1</b>	Experience, as indicated in M.1, completing at least 50% of the tasks detailed in the SOW for a Business Analyst - Level 1.	10	0 to 1 year = 0 points 1+ to 2 years = 2 points 2+ to 3 years = 6 points 3+ years = 10 points	
<b>R.2</b>	Experience, as indicated in M.2, providing professional services as a Business Analyst for IM/IT related projects.  This additional experience does not have to be within the last 5 years.  Each project referenced must be a minimum of 3 months duration to be considered.	10	0 to 2 projects = 0 points 3 projects = 2 points 4 projects = 6 points 5 or more projects = 10 points	
Total Points Available			20	
Minimum Pass Mark			12	

## 2.5 Business Analyst - Level 2

Name of proposed Resource: \_\_\_\_\_

The Contractor **SHOULD** demonstrate that the proposed Business Analyst – Level 2 has:

Criteria	Rated Requirement	Maximum Points	Point Allocation	Substantiating Information, Cross Reference to Proposal
<b>R.1</b>	<p>Experience, as indicated in M.2, providing professional services as a Business Analyst on Information Management/Information Technology (IM/IT) related projects.</p> <p>This additional experience does not have to be within the last 5 years.</p> <p>Each Project referenced must be a minimum of 3 months duration to be considered.</p>	20	<p>0 to 3 projects = 0 points</p> <p>4 projects = 10 points</p> <p>5 projects = 15 points</p> <p>6 or more projects = 20 points</p>	
<b>R.2</b>	<p>Experience gathering business requirements including preparing supporting material for workshops and interviews.</p> <p>Each project referenced must be a minimum of 3 months duration to be considered.</p>	20	<p>0 to 1 project = 0 points</p> <p>2 projects = 10 points</p> <p>3 projects = 15 points</p> <p>4 or more projects = 20 points</p>	
<b>R.3</b>	<p>Experience analyzing and making recommendations on business improvement processes and Information Management/Information Technology (IM/IT) solutions.</p> <p>Each project referenced must be a minimum of 3 months duration to be considered.</p>	20	<p>0 to 3 projects = 0 points</p> <p>4 projects = 10 points</p> <p>5 projects = 15 points</p> <p>6 or more projects = 20 points</p>	

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632el

Total Points Available		60	
Minimum Pass Mark		39	

## 2.6 Business Analyst - Level 3

Name of proposed Resource: \_\_\_\_\_

The Contractor **SHOULD** demonstrate that the proposed Business Analyst – Level 3 has:

Criteria	Rated Requirement	Maximum Points	Point Allocation	Substantiating Information, Cross Reference to Proposal
<b>R.1</b>	Experience, as indicated in M.1, performing business analyses of functional requirements.	10	0 to 10 years = 0 points 10+ to 12 years = 2 points 12+ to 13 years = 5 points 13+ years = 10 points	
<b>R.2</b>	Experience, as indicated in M.2, conducting requirements gathering sessions and documenting the current state, the As-Is business processes and the supporting information systems.	10	0 to 5 years = 0 points 5+ to 7 years = 2 points 7+ to 10 years = 5 points 10+ years = 10 points	

<b>R.3</b>	Experience, as indicated in M.3, developing process analysis and functional specifications to support the development of automated business processes.	10	0 to 5 years = 0 points 5+ to 7 years = 2 points 7+ to 10 years = 5 points 10+ years = 10 points	
<b>R.4</b>	Experience, as indicated in M.4, in conducting interviews and workshops with business and technical communities.	10	0 to 5 years = 0 points 5+ to 7 years = 2 points 7+ to 10 years = 5 points 10+ years = 10 points	
<b>R.5</b>	Experience developing project charters, plans and schedules and performing business analyses of functional requirements on a project involving a 24 hours per day, 7 days per week operational mandate that involved 2 or more stakeholders.	5	1 project = 3 points 2 or more projects = 5 points	
Total Points Available			45	
Minimum Pass Mark			29	



**2.7 Business Architect - Level 3**

Name of proposed Resource: \_\_\_\_\_

The Contractor **SHOULD** demonstrate that the proposed Business Architect – Level 3 has:

Criteria	Rated Requirement	Maximum Points	Point Allocation	Substantiating Information, Cross Reference to Proposal
<b>R.1</b>	Experience developing specifications, presentations and use cases involving a 24 hours per day, 7 days per week operational mandate that involved 2 or more stakeholders.	10	0 project = 0 points 1 project = 5 points 2 or more projects = 10 points	
<b>R.2</b>	Experience assessing business needs and translating requirements into system functional specifications.	10	0 to 10 years = 0 points 10+ to 12 years = 2 points 12+ to 15 years = 5 points 15+ years = 10 points	

<b>R.3</b>	<p>Experience documenting business processes using:</p> <p>(1) IBM WebSphere Business Process Model Notation (BPMN) - (the tool or the notation standard BPMN); or</p> <p>(2) IBM Line of Visibility Enterprise Modelling (LOVEM)</p>	10	<p>0 to 1 year = 0 points</p> <p>1+ to 3 years = 2 points</p> <p>3+ to 5 years = 5 points</p> <p>5+ years = 10 points</p>	
<b>R.4</b>	<p>Experience, as indicated in M.3, developing and coordinating policies, processes and systems related to either:</p> <p>(1) the collection or processing of advance reporting information in electronic or paperless communication methods; or</p> <p>(2) border passage processing systems; or</p> <p>(3) automated risk assessment processing.</p>	10	<p>0 to 5 years = 0 points</p> <p>5+ to 7 years = 2 points</p> <p>7+ to 10 years = 5 points</p> <p>10+ years = 10 points</p>	
<b>R.5</b>	<p>Experience in using TOGAF for the design and development of IT applications.</p>	5	<p>0 to 3 years = 0 points</p> <p>3+ to 5 years = 3 points</p> <p>5+ years = 5 points</p>	

<b>R.6</b>	Experience in evaluating the feasibility of architecture and technologies to deliver business system changes.	10	0 to 5 years = 0 points 5+ to 7 years = 2 points 7+ to 10 years = 5 points 10+ years = 10 points	
<b>R.7</b>	Experience, as indicated in M.3, developing and coordinating policies, processes and systems related to either: (1) the collection or processing of advance reporting information in electronic or paperless communication methods; or (2) border passage processing systems; or (3) automated risk assessment processing for an organization involved in the assessment of risk and operational surveillance.	10	0 to 5 years = 0 points 5+ to 7 years = 2 points 7+ to 10 years = 5 points 10+ years = 10 points	
Total Points Available			65	
Minimum Pass Mark			42	

**2.8 Business Consultant - Level 3**

Name of proposed Resource: \_\_\_\_\_

The Contractor **SHOULD** demonstrate that the proposed Business Consultant – Level 3 has:

Criteria	Rated Requirement	Maximum Points	Point Allocation	Substantiating Information, Cross Reference to Proposal
<b>R.1</b>	Experience (1) conceiving and gathering requirements and (2) documenting and leading the implementation of IM/IT projects.	10	0 to 2 years = 0 points 2+ to 3 years = 2 points 3+ to 5 years = 5 points 5+ years = 10 points	
<b>R.2</b>	Experience defining requirements and business processes and managing issues and risks related to the implementation of software applications in support of either:  (1) commercial risk assessment; or (2) border passage processing; or (3) electronic or paperless communication methods.	10	0 to 2 years = 0 points 2+ to 3 years = 2 points 3+ to 5 years = 5 points 5+ years = 10 points	

<b>R.3</b>	Experience coordinating IT security functions, including threat and risk assessments and statements of sensitivity.	10	<p>0 to 2 years = 0 points</p> <p>2+ to 3 years = 2 points</p> <p>3+ to 5 years = 5 points</p> <p>5+ years = 10 points</p>	
<b>R.4</b>	<p>Experience on projects requiring the development and review of testing strategies and approaches for either:</p> <p>(1) commercial risk assessment; or</p> <p>(2) border passage processing; or</p> <p>(3) electronic or paperless communication methods;</p> <p>for information systems supporting both internal and external users.</p>	10	<p>0 to 2 year = 0 points</p> <p>2+ to 3 years = 2 points</p> <p>3+ to 5 years = 5 points</p> <p>5+ years = 10 points</p>	
<b>R.5</b>	Experience in the identification and design of service level objectives (SLO) for operations in a 24 hours per day, 7 days per week work environment.	10	<p>0 to 1 year = 0 points</p> <p>1+ to 2 years = 5 points</p> <p>2+ years = 10 points</p>	

<b>R.6</b>	Experience working with World Customs Organization frameworks or agreements, including nomenclature, enforcement and compliance, and procedures and facilitation.	10	0 to 1 year = 0 points 1+ year = 10 points	
<b>R.7</b>	<p>A valid Certified Business Analyst Professional (CBAP) designation.</p> <p>To obtain points a valid copy of the designation is to be included with the Contractor's proposal.</p>	5	No valid designation = 0 points Valid Business Analyst Professional Designation = 5 points.	
<b>R.8</b>	Experience in working with document inventory management software.	5	0 to 1 year = 0 points 1+ year = 5 points	

<b>R.9</b>	Experience in analyzing architectural significant business requirements for IM/IT projects.	5	0 to 1 year = 0 points 1+ year = 5 points	
<b>R.10</b>	Experience in planning and providing advice on requirements management, business process modernization in a multi-project program or portfolio environment.	5	0 to 1 year = 0 points 1+ to 2 years = 2 points 3+ years = 5 points	
<b>R.11</b>	Experience defining requirements and business processes and managing issues and risks related to the implementation of software applications in support of either:  (1) commercial risk assessment; or (2) border passage processing; or (3) electronic or paperless communication methods;  for projects involving the assessment of risk and operational surveillance.	10	0 to 2 years = 0 points  2+ to 3 years = 2 points  3+ to 5 years = 5 points  5+ years = 10 points	
Total Points Available			90	
Minimum Pass Mark			58	

**2.9 Business System Analyst - Level 2**

Name of proposed Resource: \_\_\_\_\_

The Contractor **SHOULD** demonstrate that the proposed Business System Analyst – Level 2 has:

Criteria	Rated Requirement	Maximum Points	Point Allocation	Substantiating Information, Cross Reference to Proposal
<b>R.1</b>	Experience working on IM/IT initiatives developing and documenting statement of requirements and performing business analyses of functional requirements.	10	0 to 5 years = 0 points 5+ to 7 years = 2 points 7+ to 10 years = 5 points 10+ years = 10 points	
<b>R.2</b>	Experience facilitating Joint Application Design sessions and conducting interviews.	10	0 to 5 years = 0 points 5+ to 7 years = 2 points 7+ to 10 years = 5 points 10+ years = 10 points	



<b>R.3</b>	Experience in gathering, documenting and analyzing business system requirements for IM/IT projects.	10	<p>0 to 5 years = 0 points</p> <p>5+ to 7 years = 2 points</p> <p>7+ to 10 years = 5 points</p> <p>10+ years = 10 points</p>	
<b>R.4</b>	Experience in application systems testing and quality assurance. This includes the development of testing strategies, and plans.	10	<p>0 to 2 years = 0 points</p> <p>2+ to 5 years = 2 points</p> <p>5+ to 10 years = 5 points</p> <p>10+ years = 10 points</p>	
Total Points Available			40	
Minimum Pass Mark			26	

**2.10 Business System Analyst - Level 3**

Name of proposed Resource: \_\_\_\_\_

The Contractor **SHOULD** demonstrate that the proposed Business System Analyst – Level 3 has:

Criteria	Rated Requirement	Maximum Points	Point Allocation	Substantiating Information, Cross Reference to Proposal
<b>R.1</b>	Experience working on IM/IT initiatives developing and documenting statement of requirements and performing business analyses of functional requirements.	10	0 to 10 years = 0 points 10+ to 12 years = 2 points 12+ to 15 years = 5 points 15+ years = 10 points	
<b>R.2</b>	Experience facilitating JAD sessions and conducting interviews.	10	0 to 5 years = 0 points 5+ to 7 years = 2 points 7+ to 10 years = 5 points 10+ years = 10 points	

<b>R.3</b>	Experience in gathering, documenting and analyzing business system requirements for IM/IT projects.	10	<p>0 to 5 years = 0 points</p> <p>5+ to 7 years = 2 points</p> <p>7+ to 10 years = 5 points</p> <p>10+ years = 10 points</p>	
<b>R.4</b>	<p>Experience in application systems testing and quality assurance.</p> <p>This includes the development of testing strategies, and plans.</p>	10	<p>0 to 5 years = 0 points</p> <p>5+ to 7 years = 2 points</p> <p>7+ to 10 years = 5 points</p> <p>10+ years = 10 points</p>	
Total Points Available			40	
Minimum Pass Mark			26	

**2.11 Business Transformation Architect - Level 3**

Name of proposed Resource: \_\_\_\_\_

The Contractor **SHOULD** demonstrate that the proposed Business Transformation Architect – Level 3 has:

Criteria	Rated Requirement	Maximum Points	Point Allocation	Substantiating Information, Cross Reference to Proposal
<b>R.1</b>	<p>Experience analysing and developing architecture requirements design, process development, and process mapping for IM/IT project(s).</p> <p>Project referenced must be a minimum of 6 months duration to be considered.</p>	15	<p>1 project = 5 points</p> <p>2 projects = 10 points</p> <p>3 or more projects = 15 points</p>	
<b>R.2</b>	<p>Experience analyzing business and systems requirements and developing business requirements to systems requirements traceability matrices.</p>	10	<p>0 to 1 year = 0 points</p> <p>1 to 3 years = 2 points</p> <p>3 to 5 years = 5 points</p> <p>5+ years = 10 points</p>	

<b>R.3</b>	Experience analyzing business objectives and business requirements and developing business requirements documentation.	10	<p>0 to 1 year = 0 points</p> <p>1 to 3 years = 2 points</p> <p>3 to 5 years = 5 points</p> <p>5+ years = 10 points</p>	
<b>R.4</b>	<p>Experience on initiatives involving collaboration or liaison with national or foreign:</p> <ul style="list-style-type: none"> <li>• government departments or agencies; or</li> <li>• stakeholders; or</li> <li>• representatives.</li> </ul>	10	<p>0 to 1 year = 0 points</p> <p>1+ to 3 years = 2 points</p> <p>3+ to 5 years = 5 points</p> <p>5+ years = 10 points</p>	
<b>R.5</b>	Experience working with World Customs Organization frameworks or agreements (including but not limited to nomenclature, enforcement and compliance, and procedures and facilitation).	10	<p>0 to 1 year = 0 points</p> <p>1+ year = 10 points</p>	
Total Points Available			55	
Minimum Pass Mark			35	

## 2.12 Change Management Consultant - Level 3

Name of proposed Resource: _____				
The Contractor <b>SHOULD</b> demonstrate that the proposed Change Management Consultant – Level 3 has:				
Criteria	Rated Requirement	Maximum Points	Point Allocation	Substantiating Information, Cross Reference to Proposal
<b>R.1</b>	Experience with the development of change management plans and strategies	10	0 to 5 years = 0 points 5+ to 7 years = 2 points 7+ to 10 years = 5 points 10+ years = 10 points	
<b>R.2</b>	Experience, as indicated in M.2, in evaluating the impact of business transformation and changes in a Large-Scale* work environment.  *Large-Scale is defined as an organization with over 5,000 employees.	10	0 to 5 years = 0 points 5+ to 7 years = 2 points 7+ to 10 years = 5 points 10+ years = 10 points	
<b>R.3</b>	Experience, as indicated in M3, in developing new business policies and procedures to support business changes and transformation.	10	0 to 5 years = 0 points 5+ years to 7 years = 2 points 7+ years to 10 years = 5 points 10+ years = 10 points	

R.4	Experience in conducting information gathering interviews and workshops with business and technical communities.	10	0 to 5 years = 0 points 5+ to 7 years = 2 points 7+ to 10 years = 5 points 10+ years = 10 points	
Total Points Available			40	
Minimum Pass Mark			26	

### 2.13 Project Executive - Level 3

Name of proposed Resource: _____				
The Contractor SHOULD demonstrate that the proposed Project Executive – Level 3 has:				
Criteria	Rated Requirement	Maximum Points	Point Allocation	Substantiating Information, Cross Reference to Proposal
<b>R.1</b>	Experience providing executive level (Director General and above) briefings on the project status of IT enabled projects.	10	0 to 5 years = 0 points 5+ to 7 years = 2 points 7+ to 10 years = 5 points 10+ years = 10 points	
<b>R.2</b>	Experience implementing an IT enabled project that lasted for 6 months or more and incorporated the use of accepted government and industry standards, including, but not limited to, the SAFE framework of standards.	5	No demonstrated experience = 0 points Demonstrated experience = 5 points	
<b>R.3</b>	Experience leading and managing IT enabled projects where the number of resources on the project team was in excess of 100 resources.	10	0 to 5 years = 0 points 5+ to 7 years = 2 points 7+ to 10 years = 5 points 10+ years = 10 points	



<b>R.4</b>	<p>Experience leading and managing IT enabled projects that were implemented nationally and required high availability.</p> <p>High Availability: a system that is expected to operate reliably 24 hours per day, 365 days per year and an associated implementation that ensures a minimum of 99% operational continuity per year.</p> <p>The system must be rolled out across a minimum of 20 locations across the country and be implemented for 2,000 or more users.</p>	20	<p>0 to 10 years = 0 points 10+ to 12 years = 10 points 12+ to 15 years = 15 points 15+ years = 20 points</p>	
<b>R.5</b>	<p>Experience leading and managing IT project(s) that support the shared business needs of 2 or more government departments or agencies or entities, and project(s) involving 2 or more stakeholders.</p>	10	<p>0 to 5 years = 0 points 5+ to 7 years = 2 points 7+ to 10 years = 5 points 10+ years = 10 points</p>	
<b>R.6</b>	<p>Experience performing assessments on project complexity and project in accordance with:</p> <ul style="list-style-type: none"> <li>• The PMBOK Guide &amp; Standards of the Project Management Institute (PMI); or</li> <li>• TBS Policy on the Management of Projects (PoMP) and consistent with the corresponding Project Complexity and Risk Assessments standard.</li> </ul>	5	<p>0 to 5 years = 0 points 5+ to 7 years = 1 points 7+ to 10 years = 3 points 10+ years = 5 points</p>	
Total Points Available			60	
Minimum Pass Mark			39	

## 2.14 Project Manager - Level 3

Name of proposed Resource: \_\_\_\_\_

The Contractor **SHOULD** demonstrate that the proposed Project Manager – Level 3 has:

Criteria	Rated Requirement	Maximum Points	Point Allocation	Substantiating Information, Cross Reference to Proposal
<b>R.1</b>	Experience managing a project during the development, implementation and operations using knowledge, skills, tools, and techniques to project activities to meet the project requirements on a project involving a 24 hours per day, 7 days per week operational mandate that involved 2 or more stakeholders.	5	0 project: 0 points 1 project: 3 points 2 or more projects: 5 points	
<b>R.2</b>	A valid Project Management Professional (PMP) certification from the Project Management Institute (PMI).  To obtain points a valid copy of the certification is to be included with the Contractor's response.	5	No valid designation = 0 points  Valid Project Manager Professional Designation = 5 points.	

<b>R.3</b>	Experience developing project plans, including the definition of the project scope, budget and schedule.	10	<p>0 to 5 years = 0 points</p> <p>5+ to 7 years = 2 points</p> <p>7+ to 10 years = 5 points</p> <p>10+ years = 10 points</p>	
<b>R.4</b>	Experience, as indicated in M.2, working with Microsoft Project for the purpose of reporting against project milestones.	10	<p>0 to 5 years = 0 points</p> <p>5+ to 7 years = 2 points</p> <p>7+ to 10 years = 5 points</p> <p>10+ years = 10 points</p>	
<b>R.5</b>	Experience managing project risk, issues and changes using industry recognized standards.	10	<p>0 to 5 years = 0 points</p> <p>5+ to 7 years = 2 points</p> <p>7+ to 10 years = 5 points</p> <p>10+ years = 10 points</p>	

R.6	Experience interacting and communicating project status, risks and issue to senior management.	10	0 to 5 years = 0 points 5+ to 7 years = 2 points 7+ to 10 years = 5 points 10+ years = 10 points	
Total Points Available			50	
Minimum Pass Mark			30	