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Quebec

K1A0S5

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 Division/Division des  
services professionnels en informatique

Terrasses de la Chaudière 4th Floor

10 Wellington Street

Gatineau

Quebec

K1A0S5

<b>Title - Sujet</b> DHRIM professional services DIRHG Services Professionels	
<b>Solicitation No. - N° de l'invitation</b> W6369-210260/A	<b>Amendment No. - N° modif.</b> 001
<b>Client Reference No. - N° de référence du client</b> W6369-210260	<b>Date</b> 2022-02-21
<b>GETS Reference No. - N° de référence de SEAG</b> PW-\$IPS-014-40551	
<b>File No. - N° de dossier</b> 014ips.W6369-210260	<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> Eastern Daylight Saving Time EDT <b>on - le 2022-03-14</b> Heure Avancée de l'Est HAE	
<b>F.O.B. - F.A.B.</b>	
<b>Plant-Usine:</b> <input type="checkbox"/> <b>Destination:</b> <input checked="" type="checkbox"/> <b>Other-Autre:</b> <input type="checkbox"/>	
<b>Address Enquiries to: - Adresser toutes questions à:</b> Hamelin, Nathalie	<b>Buyer Id - Id de l'acheteur</b> 014ips
<b>Telephone No. - N° de téléphone</b> (873) 355-3891 ( )	<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/</b> <b>de l'entrepreneur (taper ou écrire en caractères d'imprimerie)</b>	
<b>Signature</b>	<b>Date</b>

<b>Solicitation No. – N° de l’invitation</b> W6369-210260/A	<b>Amd. No – N° de la modif.</b> 001	<b>Buyer ID – Id de l’acheteur</b> 014IPS
<b>Client Ref. No. – N° de réf. De client</b> W6369-210260	<b>File No. – N° du dossier</b> 014IPS. W6369-210260	<b>CCC No./ N° CCC – FMS No/ N° VME</b>

**SOLICITATION AMENDMENT 001**

This solicitation amendment is raised to :

1. Provide answers to Bidders questions in relation to this solicitation.
2. Amend the Request For Proposal (RFP) as detailed in Appendix A-1 below.

**Question #1:**

Would DND please remove the C.3 IT Security - TRA C&A, Level 3 category? This category is part of the Cyber Protection Services (TBIPS Stream 6) which is not a Stream or Category that firms who specialize in ERP typically hold nor do firms who specialize in Cyber Security typically hold the TBIPS Stream 1 Application Services. Further, we can find no evidence of this TRA/C&A role being included in any PeopleSoft contracts with the Government of Canada in the last ten years. By the unusual inclusion of this cyber security role, DND will be precluding firms focused on ERP from bidding – all for the sake of one (1) single resource out of 63 or 1.5% of the overall requirement. Will DND remove this category to promote fair competition among proven suppliers who are deeply experienced in all other aspects of the SOW?

**Answer #1:**

DND agrees to remove the category from the solicitation.

**Question #2:**

In the previous RFP, DND had initially included the C.3 TRA/C&A role but it was deleted under the QA/Amendment process. So why has DND included C.3 IT Security - TRA C&A, Level 3 category in this RFP? Based on the nature of the work, it seems that an organization purely focused on security would be best suited for this role so it should be contracted separately. As a matter of security best practice, a TRA is done by an analyst that is at arm’s length to both the organization and the contractor performing the work and the same applies for much of the C&A work. Moreover, there is no knowledge of PeopleSoft indicated in the role in the Statement of Work. Pursuant to best security practices, would DND please obtain this security expertise separately and delete the C.3 TRA/C&A category from this RFP so Bidders who do not specialize in cyber security can bid?

**Answer #2:**

Please refer to answer #1 above.

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<b>Client Ref. No. – N° de réf. De client</b> W6369-210260	<b>File No. – N° du dossier</b> 014IPS. W6369-210260	<b>CCC No./ N° CCC – FMS No/ N° VME</b>

**Question #3:**

Due to the complexity of preparing a response to this solicitation and the large number of bids currently out to tender we would like to request a two-week extension to the solicitation closing date to ensure that vendors are able to submit high quality responses that provide the best value to the Crown.

**Answer #3:**

Canada will extend the solicitation as detailed in Appendix A-1 below.

**Question #4:**

**Answer #4:**

The requirement for PeopleSoft experience remains as stated. DND is seeking firms that possess a track record of supporting PeopleSoft products.

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**APPENDIX A-1**

*The closing date has been amended as follows:*

**DELETE**                      Wednesday, March 2nd, 2022 at 2:00 pm EST

**INSERT**                      **Monday, March 14th, 2022 2:00 pm EDT**

*At RFP Article 1.2 – Summary, (j) has been amended as follows:*

**DELETE**                      Article 1.2 – Summary, (j) in its entirety

**INSERT**                      **Article 1.2 – Summary, (j)**

- (j) The Resource Categories described below are required on an as and when requested basis in accordance with the TBIPS SA Annex "A":

RESOURCE CATEGORY	LEVEL OF EXPERTISE	ESTIMATED NUMBER OF RESOURCES REQUIRED

<b>Solicitation No. – N° de l'invitation</b> W6369-210260/A	<b>Amd. No – N° de la modif.</b> 001	<b>Buyer ID – Id de l'acheteur</b> 014IPS
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A.1 Application/Software Architect (PeopleSoft)	Level 3	1
A.2 ERP Functional Analyst (PeopleSoft)	Level 2	2
A.2 ERP Functional Analyst (PeopleSoft)	Level 3	15
A.3 ERP Programmer Analyst (PeopleSoft)	Level 2	4
A.3 ERP Programmer Analyst (PeopleSoft)	Level 2	8
A.4 ERP System Analyst (PeopleSoft)	Level 2	4
A.4 ERP System Analyst (PeopleSoft)	Level 3	5
A.5 ERP Technical Analyst (PeopleSoft)	Level 2	3
A.5 ERP Technical Analyst (PeopleSoft)	Level 3	4
A.7 Programmer Analyst	Level 2	1
A.7 Programmer Analyst	Level 3	1
A.8 System Analyst	Level 3	1
A.11 Tester	Level 2	3
I.1 Data Conversion Specialist	Level 3	1
I.10 Technical Architect	Level 2	1
P.11 Quality Assurance Specialist/Analyst	Level 3	1
B.5 Business Process Re-Engineering (BRP) Consultant	Level 3	1
B.9 Courseware Developer	Level 2	1
B.9 Courseware Developer	Level 3	1
P.1 Change Management Consultant	Level 2	1
P.9 Project Manager	Level 2	1
P.9 Project Manager	Level 3	1
P.10 Project Scheduler	Level 1	1

<b>Solicitation No. – N° de l’invitation</b> W6369-210260/A	<b>Amd. No – N° de la modif.</b> 001	<b>Buyer ID – Id de l’acheteur</b> 014IPS
<b>Client Ref. No. – N° de réf. De client</b> W6369-210260	<b>File No. – N° du dossier</b> 014IPS. W6369-210260	<b>CCC No./ N° CCC – FMS No/ N° VME</b>

**At RFP Article 2.6 – Volumetric Data has been amended as follows:**

**DELETE** Article 2.6 Volumetric Data in its entirety

**INSERT** Article 2.6 – Volumetric Data

The data has been provided to Bidders to assist them in preparing their bids. The inclusion of this data in this bid solicitation does not represent a commitment by Canada that Canada's future usage of the service identified in this bid solicitation will be consistent with this data. It is provided purely for information purposes.

**INITIAL CONTRACT PERIOD (1 YEAR and YEAR 2) :**

<b>Initial Contract Period – Year 1 &amp; Year 2</b>		
<b>RESOURCE CATEGORIES</b>	<b>LEVEL OF EXPERTISE</b>	<b>ESTIMATED NUMBER OF DAYS</b>
A.1 Application/Software Architect (PeopleSoft)	Level 3	480
A.2 ERP Functional Analyst (PeopleSoft)	Level 2	960
A.2 ERP Functional Analyst (PeopleSoft)	Level 3	7200
A.3 ERP Programmer Analyst (PeopleSoft)	Level 2	1920
A.3 ERP Programmer Analyst (PeopleSoft)	Level 3	3840
A.4 ERP System Analyst (PeopleSoft)	Level 2	1920
A.4 ERP System Analyst (PeopleSoft)	Level 3	2400
A.5 ERP Technical Analyst (PeopleSoft)	Level 2	1440
A.5 ERP Technical Analyst (PeopleSoft)	Level 3	1920
A.7 Programmer Analyst	Level 2	480
A.7 Programmer Analyst	Level 3	480
A.8 System Analyst	Level 3	480
A.11 Tester	Level 2	1440
I.1 Data Conversion Specialist	Level 3	480
I.10 Technical Architect	Level 2	480
P.11 Quality Assurance Specialist/Analyst	Level 3	480
B.5 Business Process Re-Engineering (BRP) Consultant	Level 3	480
B.9 Courseware Developer	Level 2	480
B.9 Courseware Developer	Level 3	480
P.1 Change Management Consultant	Level 2	480
P.9 Project Manager	Level 2	480
P.9 Project Manager	Level 3	480
P.10 Project Scheduler	Level 1	480

**OPTION PERIODS:**

<b>Option Period – Year 3</b>		
<b>RESOURCE CATEGORIES</b>	<b>LEVEL OF EXPERTISE</b>	

<b>Solicitation No. – N° de l’invitation</b> W6369-210260/A	<b>Amd. No – N° de la modif.</b> 001	<b>Buyer ID – Id de l’acheteur</b> 014IPS
<b>Client Ref. No. – N° de réf. De client</b> W6369-210260	<b>File No. – N° du dossier</b> 014IPS. W6369-210260	<b>CCC No./ N° CCC – FMS No/ N° VME</b>

		<b>ESTIMATED NUMBER OF DAYS</b>
A.1 Application/Software Architect (PeopleSoft)	Level 3	240
A.2 ERP Functional Analyst (PeopleSoft)	Level 2	480
A.2 ERP Functional Analyst (PeopleSoft)	Level 3	3600
A.3 ERP Programmer Analyst (PeopleSoft)	Level 2	960
A.3 ERP Programmer Analyst (PeopleSoft)	Level 3	1920
A.4 ERP System Analyst (PeopleSoft)	Level 2	960
A.4 ERP System Analyst (PeopleSoft)	Level 3	1200
A.5 ERP Technical Analyst (PeopleSoft)	Level 2	720
A.5 ERP Technical Analyst (PeopleSoft)	Level 3	960
A.7 Programmer Analyst	Level 2	240
A.7 Programmer Analyst	Level 3	240
A.8 System Analyst	Level 3	240
A.11 Tester	Level 2	720
I.1 Data Conversion Specialist	Level 3	240
I.10 Technical Architect	Level 2	240
P.11 Quality Assurance Specialist/Analyst	Level 3	240
B.5 Business Process Re-Engineering (BRP) Consultant	Level 3	240
B.9 Courseware Developer	Level 2	240
B.9 Courseware Developer	Level 3	240
P.1 Change Management Consultant	Level 2	240
P.9 Project Manager	Level 2	240
P.9 Project Manager	Level 3	240
P.10 Project Scheduler	Level 1	240

<b>Option Period – Year 4</b>		
<b>RESOURCE CATEGORIES</b>	<b>LEVEL OF EXPERTISE</b>	<b>ESTIMATED NUMBER OF DAYS</b>
A.1 Application/Software Architect (PeopleSoft)	Level 3	240
A.2 ERP Functional Analyst (PeopleSoft)	Level 2	480
A.2 ERP Functional Analyst (PeopleSoft)	Level 3	3600
A.3 ERP Programmer Analyst (PeopleSoft)	Level 2	960
A.3 ERP Programmer Analyst (PeopleSoft)	Level 3	1920
A.4 ERP System Analyst (PeopleSoft)	Level 2	960
A.4 ERP System Analyst (PeopleSoft)	Level 3	1200
A.5 ERP Technical Analyst (PeopleSoft)	Level 2	720
A.5 ERP Technical Analyst (PeopleSoft)	Level 3	960
A.7 Programmer Analyst	Level 2	240
A.7 Programmer Analyst	Level 3	240
A.8 System Analyst	Level 3	240
A.11 Tester	Level 2	720
I.1 Data Conversion Specialist	Level 3	240
I.10 Technical Architect	Level 2	240
P.11 Quality Assurance Specialist/Analyst	Level 3	240
B.5 Business Process Re-Engineering (BRP) Consultant	Level 3	240

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<b>Client Ref. No. – N° de réf. De client</b> W6369-210260	<b>File No. – N° du dossier</b> 014IPS. W6369-210260	<b>CCC No./ N° CCC – FMS No/ N° VME</b>
B.9 Courseware Developer	Level 2	240
B.9 Courseware Developer	Level 3	240
P.1 Change Management Consultant	Level 2	240
P.9 Project Manager	Level 2	240
P.9 Project Manager	Level 3	240
P.10 Project Scheduler	Level 1	240

<b>Option Period – Year 5</b>		
<b>RESOURCE CATEGORIES</b>	<b>LEVEL OF EXPERTISE</b>	<b>ESTIMATED NUMBER OF DAYS</b>
A.1 Application/Software Architect (PeopleSoft)	Level 3	240
A.2 ERP Functional Analyst (PeopleSoft)	Level 2	480
A.2 ERP Functional Analyst (PeopleSoft)	Level 3	3600
A.3 ERP Programmer Analyst (PeopleSoft)	Level 2	960
A.3 ERP Programmer Analyst (PeopleSoft)	Level 3	1920
A.4 ERP System Analyst (PeopleSoft)	Level 2	960
A.4 ERP System Analyst (PeopleSoft)	Level 3	1200
A.5 ERP Technical Analyst (PeopleSoft)	Level 2	720
A.5 ERP Technical Analyst (PeopleSoft)	Level 3	960
A.7 Programmer Analyst	Level 2	240
A.7 Programmer Analyst	Level 3	240
A.8 System Analyst	Level 3	240
A.11 Tester	Level 2	720
I.1 Data Conversion Specialist	Level 3	240
I.10 Technical Architect	Level 2	240
P.11 Quality Assurance Specialist/Analyst	Level 3	240
B.5 Business Process Re-Engineering (BRP) Consultant	Level 3	240
B.9 Courseware Developer	Level 2	240
B.9 Courseware Developer	Level 3	240
P.1 Change Management Consultant	Level 2	240
P.9 Project Manager	Level 2	240
P.9 Project Manager	Level 3	240
P.10 Project Scheduler	Level 1	240

***At RFP Article 4.3 – Financial Evaluation (c), Financial Evaluation A – Table 1 – Maximum Points Assigned has been amended as follows:***

**DELETE** Article 4.3 – Financial Evaluation (c), Financial Evaluation A – Table 1 – Maximum Points Assigned in its entirety

**INSERT** Article 4.3 – Financial Evaluation (c), Financial Evaluation A – Table 1 – Maximum Points Assigned

<b>Solicitation No. – N° de l’invitation</b> W6369-210260/A	<b>Amd. No – N° de la modif.</b> 001	<b>Buyer ID – Id de l’acheteur</b> 014IPS
<b>Client Ref. No. – N° de réf. De client</b> W6369-210260	<b>File No. – N° du dossier</b> 014IPS. W6369-210260	<b>CCC No./ N° CCC – FMS No/ N° VME</b>

<b>TABLE 1 - MAXIMUM POINTS ASSIGNED</b>						
<b>RESOURCE CATEGORIES</b>	<b>INITIAL CONTRACT PERIOD (1 YEAR)</b>	<b>INITIAL CONTRACT PERIOD (2 YEAR)</b>	<b>OPTION PERIOD 1</b>	<b>OPTION PERIOD 2</b>	<b>OPTION PERIOD 3</b>	<b>TOTAL POINTS</b>
A.1 Application/Software Architect (PeopleSoft) Level 3	15	15	15	15	15	<b>75</b>
A.2 ERP Functional Analyst (PeopleSoft) Level 2	10	10	10	10	10	<b>50</b>
A.2 ERP Functional Analyst (PeopleSoft) Level 3	15	15	15	15	15	<b>75</b>
A.3 ERP Programmer Analyst (PeopleSoft) Level 2	10	10	10	10	10	<b>50</b>
A.3 ERP Programmer Analyst (PeopleSoft) Level 3	15	15	15	15	15	<b>75</b>
A.4 ERP System Analyst (PeopleSoft) Level 2	10	10	10	10	10	<b>50</b>
A.4 ERP System Analyst (PeopleSoft) Level 3	15	15	15	15	15	<b>75</b>
A.5 ERP Technical Analyst (PeopleSoft) Level 2	10	10	10	10	10	<b>50</b>
A.5 ERP Technical Analyst (PeopleSoft) Level 3	15	15	15	15	15	<b>75</b>
A.7 Programmer Analyst Level 2	10	10	10	10	10	<b>50</b>
A.7 Programmer Analyst Level 3	15	15	15	15	15	<b>75</b>
A.8 System Analyst	15	15	15	15	15	<b>75</b>
A.11 Tester	10	10	10	10	10	<b>50</b>
I.1 Data Conversion Specialist	5	5	5	5	5	<b>25</b>
I.10 Technical Architect	15	15	15	15	15	<b>75</b>
P.11 Quality Assurance Specialist/Analyst	5	5	5	5	5	<b>25</b>
B.5 Business Process Re-Engineering (BRP) Consultant	5	5	5	5	5	<b>25</b>
B.9 Courseware Developer Level 3	15	15	15	15	15	<b>75</b>
B.9 Courseware Developer Level 2	10	10	10	10	10	<b>50</b>
P.1 Change Management Consultant	10	10	10	10	10	<b>50</b>
P.9 Project Manager Level 3	15	15	15	15	15	<b>75</b>
P.9 Project Manager Level 2	10	10	10	10	10	<b>50</b>
P.10 Project Scheduler Level 1	5	5	5	5	5	<b>25</b>
<b>TOTAL</b>	<b>260</b>	<b>260</b>	<b>260</b>	<b>260</b>	<b>260</b>	<b>1300</b>

*At RFP Article 4.3 – Financial Evaluation (d) – Financial Evaluation B – Table 3 – Maximum Points Assigned has been amended as follows:*

**DELETE** Article 4.3 – Financial Evaluation (d) – Financial Evaluation B – Table 3 – Maximum Points Assigned in its entirety

**INSERT** Article 4.3 – Financial Evaluation (d) – Financial Evaluation B – Table 3 – Maximum Points Assigned



<b>Solicitation No. – N° de l’invitation</b> W6369-210260/A	<b>Amd. No – N° de la modif.</b> 001	<b>Buyer ID – Id de l’acheteur</b> 014IPS
<b>Client Ref. No. – N° de réf. De client</b> W6369-210260	<b>File No. – N° du dossier</b> 014IPS. W6369-210260	<b>CCC No./ N° CCC – FMS No/ N° VME</b>

<b>TABLE 3 - MAXIMUM POINTS ASSIGNED</b>						
<b>RESOURCE CATEGORIES</b>	<b>INITIAL CONTRACT PERIOD (1 YEAR)</b>	<b>INITIAL CONTRACT PERIOD (2 YEAR)</b>	<b>OPTION PERIOD 1</b>	<b>OPTION PERIOD 2</b>	<b>OPTION PERIOD 3</b>	<b>TOTAL POINTS</b>
A.1 Application/Software Architect (PeopleSoft) Level 3	15	15	15	15	15	<b>75</b>
A.2 ERP Functional Analyst (PeopleSoft) Level 2	10	10	10	10	10	<b>50</b>
A.2 ERP Functional Analyst (PeopleSoft) Level 3	15	15	15	15	15	<b>75</b>
A.3 ERP Programmer Analyst (PeopleSoft) Level 2	10	10	10	10	10	<b>50</b>
A.3 ERP Programmer Analyst (PeopleSoft) Level 3	15	15	15	15	15	<b>75</b>
A.4 ERP System Analyst (PeopleSoft) Level 2	10	10	10	10	10	<b>50</b>
A.4 ERP System Analyst (PeopleSoft) Level 3	15	15	15	15	15	<b>75</b>
A.5 ERP Technical Analyst (PeopleSoft) Level 2	10	10	10	10	10	<b>50</b>
A.5 ERP Technical Analyst (PeopleSoft) Level 3	15	15	15	15	15	<b>75</b>
A.7 Programmer Analyst Level 2	10	10	10	10	10	<b>50</b>
A.7 Programmer Analyst Level 3	15	15	15	15	15	<b>75</b>
A.8 System Analyst	15	15	15	15	15	<b>75</b>
A.11 Tester	10	10	10	10	10	<b>50</b>
I.1 Data Conversion Specialist	5	5	5	5	5	<b>25</b>
I.10 Technical Architect	15	15	15	15	15	<b>75</b>
P.11 Quality Assurance Specialist/Analyst	5	5	5	5	5	<b>25</b>
B.5 Business Process Re-Engineering (BRP) Consultant	5	5	5	5	5	<b>25</b>
B.9 Courseware Developer Level 3	15	15	15	15	15	<b>75</b>
B.9 Courseware Developer Level 2	10	10	10	10	10	<b>50</b>
P.1 Change Management Consultant	10	10	10	10	10	<b>50</b>
P.9 Project Manager Level 3	15	15	15	15	15	<b>75</b>
P.9 Project Manager Level 2	10	10	10	10	10	<b>50</b>
P.10 Project Scheduler Level 1	5	5	5	5	5	<b>25</b>
<b>TOTAL</b>	<b>260</b>	<b>260</b>	<b>260</b>	<b>260</b>	<b>260</b>	<b>1300</b>

*Annex A – Statement of Work has been amended as follows:*

**DELETE** Annex A – Statement of Work in its entirety

**INSERT** Annex A – Statement of Work (Revised February 21<sup>st</sup>, 2022) – See attached.

<b>Solicitation No. – N° de l’invitation</b> W6369-210260/A	<b>Amd. No – N° de la modif.</b> 001	<b>Buyer ID – Id de l’acheteur</b> 014IPS
<b>Client Ref. No. – N° de réf. De client</b> W6369-210260	<b>File No. – N° du dossier</b> 014IPS. W6369-210260	<b>CCC No./ N° CCC – FMS No/ N° VME</b>

*Appendix C to Annex A – Resources Assessment Criteria has been amended as follows:*

**DELETE** Appendix C to Annex A – Resources Assessment Criteria in its entirety

**INSERT** **Appendix C to Annex A – Resources Assessment Criteria (Revised February 21<sup>st</sup>, 2022) – See attached.**

*Annex B – Basis of Payment has been amended as follows:*

**DELETE** Annex B – Basis of Payment in its entirety

**INSERT** **Annex B – Basis of Payment (Revised February 21<sup>st</sup>, 2022) – See attached.**

*At Form 4 – Pricing Schedule has been amended as follows:*

**DELETE** Form 4- Pricing Schedule in its entirety

**INSERT** **Form 4- Pricing Schedule (Revised April 27<sup>th</sup>, 2021) – See attached.**

<b>Solicitation No. – N° de l’invitation</b> W6369-210260/A	<b>Amd. No – N° de la modif.</b> 001	<b>Buyer ID – Id de l’acheteur</b> 014IPS
<b>Client Ref. No. – N° de réf. De client</b> W6369-210260	<b>File No. – N° du dossier</b> 014IPS – W6369-210260	<b>CCC No./ N° CCC – FMS No/ N° VME</b>

**ANNEX A**  
**STATEMENT OF WORK**  
**(REVISED FEBRUARY 21<sup>st</sup>, 2022)**

**1. SCOPE**

**1.1. Objectives**

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, as well as the management of a potential upgrade to one or more 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), which consists of PeopleSoft versions, custom software applications, and analytics platform. DHRIM also maintains and provides support for the Regular and Reserve Force compensation applications as well as the corporate defence learning management application. 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. DHRIM also supports the Military Command Software Centre (MCSC) which provides custom analytics, analysis and related software applications that provide further support.

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 9.1 supports the CAF. 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.

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.

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### 1.3. Terminology

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
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. REFERENCE DOCUMENTS

DND will provide the resources with the appropriate documents to successfully accomplish the assigned tasks. The Contractor must perform the Work in accordance with the DND approved version of these documents. The applicable documents will be provided with the Task Authorization if applicable.

- 2.1 Interface diagram for the PeopleSoft v. 8.9 environment (Appendix 1 to Annex A);
- 2.2 Interface diagram for the PeopleSoft v. 9.1 environment (Appendix 2 to Annex A); and
- 2.3 Brief description of the technical environment associated with each custom application (Appendix 3 to Annex A).

## 3 REQUIREMENT

The Department of National Defence (DND) has a requirement for professional services to support its Human Resources Application Suite (HRAS). The HRAS is currently comprised of

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PeopleSoft version 8.9 for civilian personnel and version 9.1 for military personnel, as well as custom software applications. The PeopleSoft version 9.1 was launched in June 2018. As such, professional services will be required to configure and release new functionality on the v. 9.1 application, provide steady-state in-service support to both version 8.9 and 9.1, and potentially to support an upgrade of version 8.9 to version 9.2 or the cloud equivalent. The required services include analysis, system development, general maintenance and troubleshooting for this suite of applications in order to maintain operations for all Canadian Armed Forces (CAF)/DND users and locations.

The resources must use the internal change management process which includes Change Requests (CRs). Examples of this type of work include analysis of new requirements, testing and release of new functionality, repair of non-functioning application components, and maintenance of master data. Activities must include, but are not limited to:

- Identification of the cause of reported problems;
- Analysis of problems and of requests for enhancements, as well as proposal for resolution;
- System configurations and development of various PeopleSoft modules and custom software applications as required;
- Update of documentation;
- Repair of interfaces with HRAS applications;
- Addition, deletion, or modification of master data;
- Addition, deletion, or modification of user accounts;
- Implementation of mandated changes to HRAS applications based on changes in GC legislation or central agency and DND/CAF policies and directives;
- Upgrade and maintenance of HRAS applications hardware, software and operating systems to take advantage of emerging technologies and functionality; and
- 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:

- Provide the necessary resources via Task Authorizations (TAs) on an “as and when requested” basis in the Resource categories described in this Statement of Work (SOW); and
- Attend, as a minimum, quarterly meetings with the Technical Authority to review:
  - Financial elements of the Contract based on the monthly financial report; and
  - Other issues as deemed necessary by either party.

### 3.2 Resource Details

The Contractor must provide resources for the following categories:

Application Services:

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- A.1. Application/Software Architect (PeopleSoft), Level 3
- A.2. ERP Functional Analyst (PeopleSoft), Level 2
- A.2. ERP Functional Analyst (PeopleSoft), Level 3
- A.3. ERP Programmer Analyst (PeopleSoft), Level 3
- A.3. ERP Programmer Analyst (PeopleSoft), Level 2
- A.4. ERP System Analyst (PeopleSoft), Level 2
- A.4. ERP System Analyst (PeopleSoft), Level 3
- A.5. ERP Technical Analyst (PeopleSoft), Level 3
- A.5. ERP Technical Analyst (PeopleSoft), Level 2
- A.7. Programmer Analyst, Level 3
- A.7. Programmer Analyst, Level 2
- A.8. System Analyst, Level 3
- A.11. Tester, Level 2
- I.1. Data Conversion Specialist, Level 3
- I.10. Technical Architect, Level 2
- P.11. Quality Assurance Specialist/Analyst, Level 3
- ~~C.3. IT Sec TRA and C&A, Level 3~~

Business Services:

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

Project Management Services

- P.1. Change Management Consultant, Level 2
- P.10. Project Scheduler, Level 1
- P.9. Project Manager, Level 2
- P.9. Project Manager, Level 3

### 3.3 Tasks

Contractor must provide resources, as per Task Authorizations, to complete the following task, but not limited to:

#### 3.3.1 Application Services

3.3.1.1 A.1. Application/Software Architect (Level 3) – Peoplesoft  
The Application/Software Architect must perform the following:

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

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

3.3.1.2 *A.2. ERP Functional Analyst (Level 2) – PeopleSoft*

The ERP Functional Analyst must perform the following:

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

3.3.1.3 *A.2. ERP Functional Analyst (Level 3) - PeopleSoft*

The ERP Functional Analyst must perform the following:

- Participate in working meetings with Database Administrators, Technical Analysts, Application Testers and Management;
- Develop, implement and document PeopleSoft functional, business, and/or system requirements specifications;
- Develop and document screen, report, and interface requirements;
- Gather, analyze and document business requirements, including fit/gap analysis, to establish the functional needs of system;

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- Analyze, troubleshoot and document applications (including data) to identify issues as well as proposing recommendations for resolution;
- Design methods and procedures for functional, business, and/or system functionality;
- Develop and execute test plans, functional test case scenarios and scripts to test functional, business, and/or system requirements;
- Document forms, manuals, programs, data files, and procedures;
- Transfer functional, business and technical knowledge through individual or group consultation and discussion, demonstrations and written instructions; and
- Perform any other Work related to this category.

#### 3.3.1.4 A.3. ERP Programmer Analyst – (Level 2) – PeopleSoft

The ERP Programmer Analyst must perform the following:

- Review functional requirements and specifications and provide expertise and advice on PeopleSoft modules and available application functionality;
- Translate functional or business requirements into technical requirements and design specifications;
- Analyze, troubleshoot and document applications (including data) to identify issues as well as propose recommendations for resolution;
- 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;
- 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;
- Design, test, and execute PeopleSoft project migrations and provide documented instruction for migration to other environments;
- Configure, execute and review the results of PeopleSoft project compare reports and provide analysis and recommendations that resolve differences between source and target environments;
- Design, develop, test and document PeopleSoft applications to create or modify PeopleSoft reports using PS Query, XML Publisher, BI Publisher, SQR or Application Engine;
- Participate in reviews administered according to defined development standards meant to enforce application scalability, integrity, or local conventions
- Gather and analyze data to establish the technical feasibility of changes/requirements, and for the development of functional and system design specifications;
- Produce forms, manuals, programs, data files, and procedures;
- Build prototypes or working models to demonstrate solutions to technical problems or functional requirements;
- Transfer functional and technical knowledge through individual or group consultation and discussion, demonstrations and written instructions; and
- Perform any other Work related to this category.

#### 3.3.1.5 A.3. ERP Programmer Analyst – (Level 3) – PeopleSoft

The ERP Programmer Analyst must perform the following:



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- Analyze PeopleSoft Application Designer projects to document interdependent objects and configurations required for isolated migrations for highly customized PeopleSoft Components;
- Analyze onsite versions of PeopleTools and provide recommendations for the adoption of new features or process available in higher versions of PeopleTools;
- Produce technical designs respective of PeopleSoft product offerings ensuring scalability and data integrity when applied to onsite solutions;
- Produce technical designs respective of onsite solutions that implement new PeopleSoft product features replacing existing customization or functionality;
- 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;
- 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;
- Participate in working meetings with Database Administrators, Technical Analysts, Application Testers, and Management;
- Review functional requirements and specifications and provide expertise and advice on PeopleSoft modules and available application functionality;
- Analyze, troubleshoot and document applications (including data) to identify issues as well as propose recommendations for resolution;
- Design, develop, test and document PeopleSoft applications to create or modify PeopleSoft reports using PS Query, XML Publisher, BI Publisher, SQR or Application Engine;
- Gather and analyze data to establish the technical feasibility of changes/requirements, and for the development of functional and system design specifications;
- Produce forms, manuals, programs, data files, and procedures;
- Build prototypes or working models to demonstrate solutions to technical problems or functional requirements; and
- Perform any other Work related to this category.

3.3.1.6 *A.4. ERP System Analyst (Level 2) – PeopleSoft*  
The ERP System Analyst must perform the following:

- Translate business requirements into systems design and technical specifications for PeopleSoft;
- Analyze and recommend alternatives and options for the technical solution;
- Design, develop, implement and document technical specifications;
- 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;
- Provide system expertise to both functional and technical teams to ensure effective integration of solutions across the application(s);
- Transfer functional and technical knowledge through individual or group consultation and discussion, demonstrations and written instructions; and
- Perform any other Work related to this category.

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### 3.3.1.7 *A.4. ERP System Analyst (Level 3) – PeopleSoft*

The ERP System Analyst must perform the following:

- Participate in working meetings with Database Administrators, Technical Analysts, Application Testers and Management;
- Translate business requirements into systems design and technical specifications for PeopleSoft;
- Analyze and recommend alternatives and options for the technical solution;
- Design, develop, implement and document technical specifications for complex PeopleSoft environments (e.g. an integrated HRMS with two distinct instances of PeopleSoft);
- 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;
- Provide system expertise to both functional and technical teams to ensure effective integration of solutions across the application(s);
- Transfer functional and technical knowledge through individual or group consultation and discussion, demonstrations and written instructions; and
- Perform any other Work related to this category.

### 3.3.1.8 *A.5. ERP Technical Analyst (Level 2) – PeopleSoft*

The ERP Technical Analyst must perform the following:

- Demonstrate a comprehensive understanding of the technical capabilities offered by the Oracle PeopleSoft ERP software;
- Perform PeopleTools Upgrades on 8.51 and above;
- Use PeopleSoft Update/Upgrade manager to apply updates to HCM 9.1 and above;
- Configure PeopleTools integration broker on 8.51 and above and using integration broker to communicate with other PeopleSoft and non-PeopleSoft applications;
- Install and configure PeopleTools 8.51 and above, WebLogic 10 and above, Tuxedo 10 and above on UNIX;
- 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.
- Migrate developed PeopleSoft projects (PeopleSoft tools Application Designer projects, data Mover, SQR, SQL, through development, test and production environments).
- Develop and provide assistance with the definition, implementation, and support of technical requirements, project scope, estimates of effort, and workload durations;
- Develop and/or manage technical aspects of application software, user interfaces, and third-party components;
- Plan, conduct and/or manage unit and system tests;
- Establish technical standards for the technical framework;
- Develop and document system requirements, and design the system in order to meet capacity planning needs and system performance, reliability and availability specifications;
- Define and document standard operating procedures related to the maintenance of PeopleSoft applications;
- Transfer functional and technical knowledge through individual or group consultation and discussion, demonstrations and written instructions; and
- Perform any other Work related to this category.

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3.3.1.9 *A.5. ERP Technical Analyst (Level 3) – PeopleSoft*

The ERP Technical Analyst must perform the following:

- Participate in working meetings with Database Administrators, Technical Analysts, Application Testers and Management;
- Demonstrate a thorough understanding of the technical capabilities offered by the Oracle PeopleSoft ERP software
- Perform PeopleTools Upgrades on 8.51. and above;
- Use PeopleSoft Update/Upgrade manager to apply updates to HCM 9.1 and above;
- Configure PeopleTools integration broker on 8.51 and above and using integration broker to communicate with other PeopleSoft and non-PeopleSoft applications;
- 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.
- Migrate developed PeopleSoft projects (PeopleSoft tools Application Designer projects, data Mover, SQR, SQL, through development, test and production environments).
- Install and configure PeopleTools 8.51. and above, /Weblogic 10 and above, /Tuxedo 10 and above on UNIX;
- Develop and assist with the definition, implementation, and support of technical requirements, project scope, estimates of effort, and workload durations;
- Develop and/or manage technical aspects of application software, user interfaces, and third-party components;
- Plan, conduct and/or manage unit and system tests;
- Establish technical standards for the technical framework;
- Develop and document system requirements, and design the system in order to meet capacity planning needs and system performance, reliability and availability specifications;
- Define and document standard operating procedures related to the maintenance of PeopleSoft applications;
- Transfer functional and technical knowledge through individual or group consultation and discussion, demonstrations and written instructions; and
- Perform any other Work related to this category.

3.3.1.10 *A.7. Programmer Analyst (Level 2)*

The Programmer Analyst must perform the following:

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

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

### 3.3.1.11 A.7. Programmer Analyst (Level 3)

The Programmer Analyst must perform the following:

- Review functional requirements and specifications and provide expertise and advice on application functionality;
- Translate functional or business requirements into technical requirements and design specifications;
- Analyze, troubleshoot and document applications (including data) to identify issues as well as propose recommendations for resolution;

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- Design, develop, test, document and implement requirements, program/code and configuration changes as per functional/technical specifications for applications, and conduct code reviews;
- Develop, modify and implement screens, reports, interfaces, and data conversion activities;
- Gather and analyze data to establish the technical feasibility of changes/requirements, and for the development of functional and system design specifications;
- Produce forms, manuals, programs, data files, and procedures;
- Build prototypes or working models to demonstrate solutions to technical problems or functional requirements;
- Transfer functional and technical knowledge through individual or group consultation and discussion, demonstrations and written instructions;
- 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; and
  - 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
- Perform any other Work related to this category.

3.3.1.12 A.8. System Analyst (Level 3)

The System Analyst must perform the following:

- Translate business requirements into systems design and technical specifications;
- Analyze and recommend alternatives and options for the technical solution;
- Design, develop, implement and document technical specifications;

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- 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;
- Provide system expertise to both functional and technical teams to ensure effective integration of solutions across the application(s);
- Transfer functional and technical knowledge through individual or group consultation and discussion, demonstrations and written instructions; and
- Perform any other Work related to this category.

### 3.3.1.13 A.11. Tester (Level 2)

The Tester must perform the following:

- Develop, review and manage test strategies and test plan documents;
- Plan and coordinate test activities in various phases of the software development cycle;
- Identify and document software defects;
- 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;
- Develop and maintain test scenarios, scripts and libraries;
- Develop performance testing plans and execute testing;
- Develop reports on results of testing and report problems found during testing using enterprise specific tools;
- Provide support to software development teams in order to reproduce problems;
- Manage walkthroughs and reviews related to testing and implementation readiness;
- Transfer functional and technical knowledge through individual or group consultation and discussion, demonstration and written instructions;
- 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;
- Establish validation and verification capability which assumes functional and performance compliance; and
- Perform any other Work related to this category.

### 3.3.1.14 I.1. Data Conversion Specialist (Level 3)

The Data Conversion Specialist must perform the following:

- Oversee all areas of the conversion to new interface process;
- Complete mapping, interfaces, mock conversion work, enhancements, actual conversion, and verify completeness and accuracy of converted data;
- Generate ad hoc reports as requested by the Functional Authority;
- Support the execution of test plans and test team in validating data requirements;
- Provide input to the System Architects;
- Analyze and coordinate data file conversions;
- Adapt existing methods and procedures to create possible alternative solutions;
- Observe the strategic direction set by the department as it relates to the upgrade;

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- Coordinate the collection and preparation of requirements for the system modules and acts as a liaison between the functional and development teams to ensure system needs are being met; and
- Perform any other Work related to this category.

### 3.3.1.15 *I.10. Technical Architect (Level 2)*

The Technical Architect must perform the following:

- Conduct any combinations of the following tasks in order to design and configure on premise, AWS cloud or Azure cloud environments and also to support the deployment, operation and maintenance of business applications onto those environments;
- Develop technical architectures, frameworks and strategies, either for an organization or for a major application area, to meet the business and application requirements;
- Identify policies and requirements that drive out a particular solution;
- Analyze and evaluate alternative technology solutions to meet business problems;
- Ensure the integration of all aspects of technology solutions;
- Evaluate hardware and software relative to their ability to support specified requirements and, by determining potential and actual bottlenecks, and improve system performance through recommended hardware changes;
- Review computer software systems and data requirements as well as communication and response needs and determine operating systems and languages needed to support them; and
- Perform any other Work related to this category.

### 3.3.1.16 *P.11. Quality Assurance Specialist/Analyst (Level 3)*

The Quality Assurance Specialist/Analyst must perform the following:

- Plans and organizes testing efforts for large systems environments, including the execution of systems integration tests, specialized tests, and user acceptance testing (e.g., stress tests);
- Develops test plans, test scripts and test cases and executes these against various components;
- Work with testing lead and IT lead of each project as well as the project team members in the analysis, design, development, implementation and ongoing support of required systems;
- Proven experience in leading and executing testing related activities and data reconciliation activities for large complex business critical business systems.
- Hands on testing experience;
- Develops test plans, test cases, test scripts and expected test results for complex business systems;
- Sets up test strategies for complex business systems involving data, rules and images which undergo change regularly;
- Tests custom implementations and COTS implementations.
- Plans, organizes and implements testing efforts at the specified experience level;
- Experience in the use of data query tools to aid in the development of test cases;
- Experience in the use of automated test tools and version control systems on one or more platforms;
- Executes functional tests, non-functional tests and systems level integration tests;
- Supports user acceptance testing and participates in UAT activities;

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- Experience with quality assurance principles, practices, tools and structured methodologies;
- Creates testing strategy documentation, test plans, test cases and test data for various types and phases of testing, including technical and business functional validation;
- Experience in quality assurance and testing, including unit testing, integration testing, load testing, performance testing, etc.;
- Knowledge and experience in all phases of the Systems Development Life Cycle;
- Knowledge of and experience in using ALM Quality Assurance Centre;
- Knowledge of and experience in using UFT automated testing tool; and
- Perform any other Work related to this category.

~~3.3.1.17~~ ~~C.3. IT Sec – TRA and C&A (Level 3)~~

~~The IT Sec – TRA and C&A must perform the following:~~

- ~~• Gather Information from system owners;~~
- ~~• Complete Statements of Sensitivity, identify threat agents, threats and threat scenarios, determine risks, identify potential vulnerabilities and recommend safeguards and other risk mitigation strategies on the IT enterprise wide infrastructure, systems, applications and services identified by the Technical Authority, combining and re-using information as much as possible;~~
- ~~• Request written comments and review written comments from the Project Authority;~~
- ~~• Develop a single report that synthesizes recommendations and risk mitigation strategies for senior management, with supporting detailed technical documentation;~~
- ~~• Prepare a draft work plan for reconciliation of the risk mitigation strategies and a department-wide implementation strategy;~~
- ~~• Produce a draft TRA;~~
- ~~• Produce the final TRA;~~
- ~~• Verify that security safeguards for IT systems and infrastructure meet the applicable policies and standards;~~
- ~~• Verify that security safeguards have been implemented correctly and that assurance requirements have been met;~~
- ~~• Assess and verify that residual risk indicated in risk assessments meet an acceptable level of risk;~~
- ~~• Review certification results in the design review documentation by the Accreditation Authority to ensure that the system will operate at an acceptable level of risk and that it will comply with the departmental and system security policies and standards;~~
- ~~• Identify the conditions under which a system is to operate for approval purposes; and~~
- ~~• Perform any other Work related to this category.~~

**3.3.2 Business Services**

**3.3.2.1 B.5. Business Process Re-Engineering (Bpr) Consultant (Level 3)**

The Business Process Re-Engineering (Bpr) Consultant must perform the following:

- Review existing work processes and organizational structure;
- Analyze business functional requirements to identify information, procedures and decision flows;
- Identify candidate processes for re-design; prototype potential solutions, provide trade-off information and suggest a recommended course of action;



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- Identify the modifications to the automated processes;
- Provide expert advice in defining new requirements and opportunities for applying efficient and effective solutions; identify and provide preliminary costs of potential options;
- Provide expert advice in developing and integrating process and information models between processes to eliminate information and process redundancies;
- Identify and recommend new processes and organizational structures;
- Provide expert advice on and/or assist in implementing new processes and organizational changes;
- Document workflows;
- Use business, workflow and organizational modeling software tools;
- Transfer knowledge through individual or group consultation and discussion, demonstrations and written instructions; and
- Perform any other Work related to this category.

**3.3.2.2** *B.9. Courseware Developer (Level 3) - User Productivity Kit (UPK)*

The Courseware Developer must perform the following:

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

**3.3.2.3** *B.9. Courseware Developer (Level 2) - User Productivity Kit (UPK)*

The Courseware Developer must perform the following:

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

**3.3.3 Project Management Services**

**3.3.3.1** *P.1. Change Management Consultant (Level 2)*

The Change Management Consultant must perform the following:

- Define, design, implement, document and amend the Change Management procedures, forms, tools and repositories and ensuring adherence;

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- Analysis and development of business "critical success factors";
- Develop, provide guidance and participate in change impact analysis and change management activities;
- Provide advice on how to deploy high impact business process changes;
- Create presentations and present to various stakeholders, and facilitate meetings and discussions;
- Develop a detailed change management plan including the identification of key change management activities;
- 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;
- Develop and maintain a performance measurement framework;
- Conduct interviews, surveys and workshops;
- Articulate the purpose of change and coach project team members in how to present and communicate change initiatives; and
- Perform any other Work related to this category.

3.3.3.2 *P.10. Project Scheduler (Level 1)*

The Project Scheduler must perform the following:

- Update the project schedule on a regular basis;
- Update the project risk and issues register;
- Log any required actions and track their completion;
- Capture and update work breakdown structure items;
- Maintain separate schedules for testing, change management and quality assurance;
- Provide advice to the project team in regards to the impact of shifting project activities on overall project timeline; and
- Perform any other Work related to this category.

3.3.3.3 *P.9. Project Manager (Level 2)*

The Project Manager must perform the following:

- Develop overall project work breakdown structure and sequence of activities;
- Develop overall project cost estimates;
- Facilitate sessions on specific issues with client groups to advance the project;
- Develop project risk and issues register;
- Capture project costing and burn rate information and provide advice to the project team;
- Calculate project resource usage;
- Assess impact of shifting sequence of activities on overall project schedule and cost;
- Perform project governance activities including records of decision and action logs; and
- Perform any other Work related to this category.

3.3.3.4 *P.9. Project Manager (Level 3)*

The Project Manager must perform the following:

- Update client executives on the progress of the project and potential areas of delay;
- Recommend actions to mitigate risks and issues based on best practice;
- Oversee the work of other project manager resources, in order to ensure alignment;

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- Construct an overall project schedule based on industry standard allowances for contingency and change management;
- Facilitate sessions with clients to address challenge areas;
- Assign project resources to activities to ensure timely completion;
- Manage vendor resources and provide quality assurance in regards to vendor deliverables;
- Manage project governance, including ensuring regular meetings, capturing and documenting of project decisions;
- Review project cost and schedule deliverables for accuracy and for best practices;
- Advise client executives in regards to key success criteria for project success, including skill sets, project capacity and strategies to overcome obstacles; and
- Perform any other Work related to this category.

### 3.4 Deliverables

Deliverables will be specified within the Task Authorization (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:

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

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.

### 3.5 Format of Deliverables and Reports

The format of deliverables will be specified within each Task Authorization and will typically take the form of assessments, analyses, recommendations, and/or reports.

All written deliverables and reports must be submitted electronically in Microsoft Office format and approved by the Technical Authority. The Technical Authority reserves the right to request hard-copy versions of the deliverables, as required.

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.

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### 3.6 Inspection and Acceptance

All reports, deliverable items, documents, and services rendered under each Task Authorization (TA) are subject to acceptance by the Technical Authority. 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.

### 3.7 Technical Environment

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 Task Authorizations:

- Oracle PeopleSoft HRMS HCM 8.9 and HCM 9.1, and above;
- Oracle People Tools 8.51 and above;
- Oracle databases 10g, 11G and above;
- Structured Query Reporter (SQR);
- Oracle Structured Query Language (OracleSQL);
- Procedural Language (PL)/SQL;
- Java;
- Desktop Windows 7, 10;
- UNIX;
- Linux;
- HP Application Life Cycle Management;
- HP Quality Center;
- HP Quick Test Pro;
- Oracle BPM Suite Bundle;
- SOA;
- Oracle Performance;
- Load Testing Suite for Oracle Applications;
- Functional Testing Suite for Oracle Applications;
- JavaScript;
- Windows Server 2008, 2012; and
- Oracle Reports 6i, 11g.

### 3.8 Reporting Requirements

#### 3.8.1 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 upon request by Canada. DND will be responsible to coordinate the meetings which may occur either face-to-

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face at a DND facility or via teleconference; to be determined on a case-by-case basis.

### 3.8.2 **Status Reports:**

Reporting requirements will be specified in individual Task Authorization. Each Contractor resource must provide a Status Report to the Technical Authority in a writing format, 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 Task Authorization. Status Reports must, at a minimum, include the following information:

- Status of all outstanding and completed activities as identified in the task;
- Activities finalized to date including a list of completed reports and deliverables submitted;
- Problems encountered including details if activities are not progressing in accordance with the specific Task Authorization; and
- 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.

### 3.8.3 **Report on Diversity and Inclusion**

The Contractor must provide to the Technical Authority and to the Contracting Authority on a semi-annual basis a report which will outline data collection to support Gender-Based Analysis Plus (GBA+) from year to year. The report should highlight the ongoing efforts under this contract to ensure gender, diversity, and inclusion considerations are integrated in the development and renewal of the organizational hiring strategies, policies, programs, and services. The report must contain but not limited to the following information:

- a. Net number of new recruits women, men and gender diverse people as well as persons with disability employed since the contract was awarded;
- b. human resources strategy on hiring diverse groups;
- c. new GBA+ data collection initiatives undertaken since contract was awarded;
- d. increase uptake of new internal Diversity and Inclusion development program(s), and/or are in a partnership with Canadian Universities Co-op program(s) put in place during the contract period; and
- e. Past and current activities undertaken to advance diversity and inclusion in the workplace as well as proposed future plans or additional activities which will create long-term, sustainable economic benefits for diverse groups or minority-owned businesses.

The format of this report must be in MS Word or other format acceptable to the Technical Authority and to the Contracting Authority.

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## 4 DND SUPPORT TO CONTRACTOR

The contractor will provide his/her own clerical supplies. The contractor will be provided IT equipment as DND policy does not allow a contractor to connect non-DND equipment to DND IT infrastructure. DND will provide any required information, data, reference material, and Government furnished equipment, tools or facilities (GFE) to allow performance of duties listed in the contract. It is also DND’s responsibility to provide the contractor with access to facilities as required to complete any resulting Task Authorizations.

## 5 CONSTRAINTS

### 5.1 Work Location

Unless specified otherwise in the Task Authorizations, the Work will be performed on DND premises within the National Capital Region (NCR) at Carling Campus, 60 Moodie Drive, Ottawa, ON.

### 5.2 Access to DND facilities

Access to DND facilities and staff is limited to normal DND working hours between 06:00 and 18:00 Monday through Friday, with the exception of statutory holidays observed by Canada as defined by the province of work. 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.

Should a Contractor’s resource anticipate that the 7.5 hour per diem workday, as stipulated in the contract, may be exceeded, approval in writing must be obtained by 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.

### 5.3 Travel Requirements

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. If travel is deemed necessary, Travel and living expenses must only apply when the Contractor is requested to Work outside the National Capital Region. If travel is required, the Technical Authority must authorize travel in advance, in writing.

The requirement for any travel and trip report, content and format, will be identified in the Task Authorization.

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.

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(<http://travel.gc.ca/travelling/advisories>, <http://www.cic.gc.ca/english/passport/infex.asp>, <http://travel.gc.ca/travelling/documents/visas>).

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.

#### **5.4 Language**

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.

All reports and deliverables must be submitted in English.

#### **5.5 Constraints to contractor personnel**

Contractor personnel will be expected to comply at all times with any relevant policies, standards or methodologies provided by DND and the GC under the terms of this contract. Additional constraints which may affect the performance of contractor duties include the type of Government Furnished Equipment issued to contractor personnel, key timelines and milestones associated with any projects/initiatives for which contractor support is being sought, as well as any interdependencies with related DND or GC Systems.

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**APPENDIX C TO ANNEX A  
RESOURCES ASSESSMENT CRITERIA AND RESPONSE TABLE  
(REVISED FEBRUARY 21<sup>st</sup>, 2022)**

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				
M#	Mandatory Technical Criteria	Contractor's to insert demonstrated experience	Met / Not Met	Contractor's Response Cross Reference to TA
M1	<p>Mandatory Technical Criteria</p> <p>The proposed resource must have a minimum of 10 years of experience in the past 15 years (as of bid solicitation date), in executing at least 5 of the following tasks:</p> <ul style="list-style-type: none"> <li>• Develop technical architectures, frameworks and strategies, either for an organization or for a major application area, to meet the business and application requirements</li> <li>• Identify the policies and requirements that drive out a particular solution</li> <li>• Analyze and evaluate alternative technology solutions to meet business problems</li> <li>• Ensure the integration of all aspects of technology solutions</li> </ul>			



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	<ul style="list-style-type: none"> <li>• Monitor industry trends to ensure that solutions fit with government and industry directions for technology</li> <li>• Analyze functional requirements to identify information, procedures and decision flows</li> <li>• Evaluate existing procedures and methods, identify and document database content, structure, and application sub-systems, and develop data dictionary</li> <li>• Define and document interfaces of manual to automated operations within application sub-systems, to external systems and between new and existing systems</li> <li>• Define input/output sources, including detailed plan for technical design phase, and obtain approval of the system proposal</li> <li>• Identify and document system specific standards relating to programming, documentation and testing, covering program libraries, data dictionaries, naming conventions, etc.</li> </ul>		
<b>M2</b>	<p>The proposed resource must have a minimum of 10 years of experience in the last 15 years (as of bid solicitation date), in using the following products:</p> <ul style="list-style-type: none"> <li>• Oracle database</li> <li>• SQL Plus</li> <li>• PeopleSoft HCM 8.9 or higher</li> <li>• PeopleTools 8.51 or higher</li> <li>• Integration of technology solutions</li> </ul>		

<b>A.2. ERP Functional Analyst (PeopleSoft), Level 3</b>		
<b>M#</b>	<b>Mandatory Technical Criteria</b>	<b>Contractor's Response Cross Reference to TA</b>
	<b>Contractor's to insert</b>	<b>Met / Not Met</b>

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		<b>demonstrated experience</b>		
<b>M3</b>	The proposed resource must have a minimum of 10 years of experience (as of bid solicitation date), in implementing, upgrading or supporting PeopleSoft Human Capital Management (HCM) version 8.9 (or greater).			
<b>M4</b>	The proposed resource must have a minimum of 10 years of experience in the last 15 years (as of bid solicitation date), in developing business or functional requirements for PeopleSoft application, including providing design ideas for new functionality and documenting functional specification.			
<b>M5</b>	The proposed resource must have a minimum of 10 years of experience in the last 15 years (as of bid solicitation 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.			

<b>A.3. ERP Programmer Analyst (PeopleSoft), Level 3</b>				
<b>M#</b>	<b>Mandatory Technical Criteria</b>	<b>Contractor's to insert demonstrated experience</b>	<b>Met / Not Met</b>	<b>Contractor's Response Cross Reference to TA</b>
<b>M6</b>	The proposed resource must have a minimum of 10 years of experience (as of bid solicitation date), in implementing, upgrading or supporting PeopleSoft Human Capital Management (HCM) version 8.9 (or greater) and PeopleTools version			

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	8.5x, of which at least 8 years is experience with PeopleTools v8.51 or higher.			
<b>M7</b>	The proposed resource must have a minimum of 10 years of experience (as of bid solicitation date), in developing, testing, documenting and implementing program/code and configuration changes to the PeopleSoft application, as per technical specifications, using PeopleTools. PeopleTools includes but is not limited to Application Designer, PeopleCode, Application Engine, Integration Broker, PS/Query, Data Mover.			
<b>M8</b>	The proposed resource must have a minimum of 10 years of experience (as of bid solicitation date), in performing application support activities by troubleshooting and correcting issues and defects, reporting to management and liaising with business and end-user clients.			

<b>A.3. ERP Programmer Analyst (PeopleSoft), Level 2</b>				
<b>M#</b>	<b>Mandatory Technical Criteria</b>	<b>Contractor's to insert demonstrated experience</b>	<b>Met / Not Met</b>	<b>Contractor's Response Cross Reference to TA</b>
<b>M9</b>	The proposed resource must have a minimum of 5 years of experience (as of bid solicitation date), in implementing, upgrading or supporting PeopleSoft Human Capital Management (HCM) version 8.9 (or greater) and PeopleTools version 8.5x, of which at least 3 years is experience with PeopleTools v8.51 or higher.			
<b>M10</b>	The proposed resource must have a minimum of 5 years of experience (as of bid solicitation date), in developing, testing, documenting and implementing			

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	program/code and configuration changes to the PeopleSoft application, as per technical specifications, using PeopleTools. PeopleTools include but are not limited to Application Designer, PeopleCode, Application Engine, Integration Broker, PS/Query, Data Mover.			
<b>M11</b>	The proposed resource must have a minimum of 5 years of experience (as of bid solicitation date), in performing application support activities by troubleshooting and correcting issues and defects, reporting to management and liaising with business and end-user clients.			

<b>A.4. ERP System Analyst (PeopleSoft), Level 3</b>				
<b>M#</b>	<b>Mandatory Technical Criteria</b>	<b>Contractor's to insert demonstrated experience</b>	<b>Met / Not Met</b>	<b>Contractor's Response Cross Reference to TA</b>
<b>M12</b>	The proposed resource must have a minimum of 10 years of experience (as of bid solicitation date), in implementing, upgrading or supporting PeopleSoft Human Capital Management (HCM) version 8.9 (or greater) and PeopleTools version 8.5x, of which at least 8 years is experience with PeopleTools v8.51 or higher.			
<b>M13</b>	The proposed resource must have a minimum of 10 years of experience (as of bid solicitation date), in developing technical specifications for an Enterprise Resource Planning (ERP) system design, development and implementation.			
<b>M14</b>	The proposed resource must have a minimum of 10 years of experience (as of bid solicitation date), in translating ERP business requirements into system design and technical specifications.			

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<b>M15</b>	<p>The proposed resource must have a minimum of 10 years of experience (as of bid solicitation date), in using the following products:</p> <ul style="list-style-type: none"> <li>• Oracle database</li> <li>• SQL Plus</li> <li>• PeopleSoft HCM 8.9 or higher</li> <li>• PeopleTools 8.51 or higher</li> <li>• Integration of technology solutions</li> </ul>			
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<b>A.4. ERP System Analyst (PeopleSoft), Level 2</b>				
<b>M#</b>	<b>Mandatory Technical Criteria</b>	<b>Contractor's to insert demonstrated experience</b>	<b>Met / Not Met</b>	<b>Contractor's Response Cross Reference to TA</b>
<b>M16</b>	The proposed resource must have a minimum of 5 years of experience (as of bid solicitation date), in implementing, upgrading or supporting PeopleSoft Human Capital Management (HCM) version 8.9 (or greater) and PeopleTools version 8.5x, of which at least 8 years is experience with PeopleTools v8.51 or higher.			
<b>M17</b>	The proposed resource must have a minimum of 5 years of experience (as of bid solicitation date), in developing technical specifications for an Enterprise Resource Planning (ERP) system design, development and implementation.			
<b>M18</b>	The proposed resource must have a minimum of 5 years of experience (as of bid solicitation date), in translating ERP business requirements into system design and technical specifications.			
<b>M19</b>	The proposed resource must have a minimum of 5 years of experience (as of bid solicitation date), in using the following products:			

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	<ul style="list-style-type: none"> <li>• Oracle database</li> <li>• SQL Plus</li> <li>• PeopleSoft HCM 8.9 or higher</li> <li>• PeopleTools 8.51 or higher</li> <li>• Integration of technology solutions</li> </ul>			
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<b>A.5. ERP Technical Analyst (PeopleSoft), Level 3</b>				
<b>M#</b>	<b>Mandatory Technical Criteria</b>	<b>Contractor's to insert demonstrated experience</b>	<b>Met / Not Met</b>	<b>Contractor's Response Cross Reference to TA</b>
<b>M20</b>	The proposed resource must have a minimum of 10 years of experience (as of bid solicitation date), in implementing, upgrading or supporting PeopleSoft Human Capital Management (HCM) version 8.9 (or greater) and PeopleTools version 8.5x, of which at least 8 years is experience with PeopleTools v8.51 or higher.			
<b>M21</b>	The proposed resource must have a minimum of 10 years of experience (as of bid solicitation date), in installing any PeopleSoft related software products (e.g. Weblogic, Tuxedo, PeopleTools version 8.5x (or higher), Cobol, Crystal, etc.) on Windows, Linux and Unix platforms using PeopleSoft Update Manager or Change Assistant to apply application upgrades, patches and maintenance packs.			
<b>M22</b>	The proposed resource must have a minimum of 10 years of experience (as of bid solicitation date), in managing the PeopleSoft HCM environment as it relates to web servers, application servers, reporting and process scheduler environments which must include all of the following:			

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	<ul style="list-style-type: none"> <li>a. Configuration and support of PeopleSoft Application Designer.</li> <li>b. The migration and execution of PeopleSoft Data Mover, SQR, or SQL.</li> <li>c. Following Migration Instructions to migrate PeopleSoft Application Designer projects from source to target environments.</li> <li>d. Troubleshooting and reporting on migration errors, and to stakeholders or internal managed process.</li> </ul>			
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<b>A.7. Programmer/Analyst, Level 2</b>				
<b>M#</b>	<b>Mandatory Technical Criteria</b>	<b>Contractor's to insert demonstrated experience</b>	<b>Met / Not Met</b>	<b>Contractor's Response Cross Reference to TA</b>
<b>M23</b>	The proposed resource must have a minimum of 5 years of experience (as of bid solicitation date), in implementing, upgrading or supporting any of the technologies listed in the section 3.3.1.10 of the Annex A – Statement of Work.			
<b>M24</b>	The proposed resource must have a minimum of 5 years of experience (as of bid solicitation date), in developing, testing, documenting and implementing program/code and configuration changes to software applications.			
<b>M25</b>	The proposed resource must have a minimum of 3 years of experience, within the last 10 years (as of bid solicitation date), in reviewing functional requirements and specifications and providing advice.			
<b>M26</b>	The proposed resource must have a minimum of 5 years of experience (as of bid solicitation date), in performing application support activities by			

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	troubleshooting and correcting issues and defects, reporting to management and liaising with business and end-user clients.			
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**A.7. Programmer/Analyst, Level 3**

<b>M#</b>	<b>Mandatory Technical Criteria</b>	<b>Contractor's to insert demonstrated experience</b>	<b>Met / Not Met</b>	<b>Contractor's Response Cross Reference to TA</b>
<b>M27</b>	The proposed resource must have a minimum of 10 years of experience (as of bid solicitation date), in implementing, upgrading or supporting any of the technologies listed in the section 3.3.1.11 of the Annex A – Statement of Work.			
<b>M28</b>	The proposed resource must have a minimum of 10 years of experience (as of bid solicitation date), in developing, testing, documenting and implementing program/code and configuration changes to software applications.			
<b>M29</b>	The proposed resource must have a minimum of 5 years of experience, within the last 10 years (as of bid solicitation date), in reviewing functional requirements and specifications and providing advice.			
<b>M30</b>	The proposed resource must have a minimum of 10 years of experience (as of bid solicitation 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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<b>A.8. System Analyst, Level 3</b>				
<b>M#</b>	<b>Mandatory Technical Criteria</b>	<b>Contractor's to insert demonstrated experience</b>	<b>Met / Not Met</b>	<b>Contractor's Response Cross Reference to TA</b>
<b>M31</b>	The proposed resource must have a minimum of 10 years of experience (as of bid solicitation date), in translating business requirements into systems design and technical specifications.			
<b>M32</b>	The proposed resource must have a minimum of 10 years of experience (as of bid solicitation date), in analyzing business requirements, performing feasibility studies, mapping interdependencies, and producing the required functional and technical specifications or processing re-engineering recommendations with estimated levels of effort.			
<b>M33</b>	The proposed resource must have a minimum of 10 years of experience (as of bid solicitation date), in analyzing and recommending alternatives and options for the technical solution.			

<b>I.1. Data Conversion Specialist – Level 3</b>				
<b>M#</b>	<b>Mandatory Technical Criteria</b>	<b>Contractor's to insert demonstrated experience</b>	<b>Met / Not Met</b>	<b>Contractor's Response Cross Reference to TA</b>
<b>M34</b>	The proposed resource must have a minimum of 10 years of experience (as of bid solicitation date), using formal System Development Life Cycle (SDLC) Methodologies.			

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<b>M35</b>	The proposed resource must have a minimum of 10 years of experience (as of bid solicitation date), in defining, documenting, and validating data migration requirements.			
<b>M36</b>	The proposed resource must have a minimum of 10 years of experience (as of bid solicitation date), in designing and executing procedures for data conversion and migration.			
<b>M37</b>	The proposed resource must have a minimum of 5 years of experience (as of bid solicitation date) in a leading role on a data correction team comprised of at least 3 resources.			
<b>M38</b>	The proposed resource must have a minimum of 5 years of experience (as of bid solicitation date) with briefing both orally and in writing to *senior management and clients.  *senior management is defined as Director level or above.			
<b>M39</b>	The proposed resource must have a minimum of 1 year of experience using MS Project or equivalent project management tool such as ProWorkflow, Jira, etc..			

<b>I.10. Technical Architect – Level 2</b>				
<b>M#</b>	<b>Mandatory Technical Criteria</b>	<b>Contractor's to insert demonstrated experience</b>	<b>Met / Not Met</b>	<b>Contractor's Response Cross Reference to TA</b>
<b>M40</b>	The proposed resource must hold an active certification in one of the following: <ul style="list-style-type: none"> <li>• Azure Administrator Associate</li> </ul>			

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	<ul style="list-style-type: none"> <li>• AWS Certified SysOps Administrator</li> <li>• Microsoft Certified: Azure Solutions Architect Expert</li> <li>• AWS Solutions Architect</li> <li>• MCSE: Cloud Platform and Infrastructure</li> </ul>			
<b>M41</b>	<p>Proof of certification must be included in the Bid</p> <p>The proposed resource must hold an active certification in one of the following:</p> <ul style="list-style-type: none"> <li>• MCSE: Productivity Solutions Expert</li> <li>• MCITP: Enterprise Administrator</li> <li>• MCITP: Server Administrator</li> </ul>			
<b>M42</b>	<p>Proof of certification must be included in the Bid</p> <p>The proposed resource must have a minimum of 5 years of experience in 3-tier application architecture (the presentation (or web tier), the business logic (or application tier) and the data (or database tier)).</p>			
<b>M43</b>	<p>The proposed resource must have a minimum of 5 years of experience in at least 2 of the following: DNS; SMTP; RDPWVD; S-FTP.</p>			
<b>M44</b>	<p>The proposed resource must have a minimum of 5 years of experience in at least 3 of the following: virtual network; PKI; firewall; router; load balancer; VPN; virtual machine.</p>			
<b>M45</b>	<p>The proposed resource must have a minimum of 5 years of experience in network or cloud security.</p>			

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<b>P.9. Project Manager – Level 3</b>				
<b>M#</b>	<b>Mandatory Technical Criteria</b>	<b>Contractor's to insert demonstrated experience</b>	<b>Met / Not Met</b>	<b>Contractor's Response Cross Reference to TA</b>
<b>M46</b>	The proposed resource must have a minimum of 10 years of experience (as of bid solicitation date) with briefing both orally and in writing to *senior management and clients.  *senior management is defined as Director level or above.			
<b>M47</b>	The proposed resource must have a minimum of 8 years of experience in using Microsoft Project or equivalent project management tool such as ProWorkflow, Jira, etc.			
<b>M48</b>	The proposed resource must have a minimum of 10 years of experience identifying, defining, and assessing risk and developing risk management strategies and plans for enterprise application software development.			
<b>M49</b>	The proposed resource must have a minimum of 8 years of experience with "Waterfall", "Spiral", or "Agile" methodology for enterprise application software development.			
<b>M50</b>	The proposed resource must have a minimum of 10 years of experience with any software development project management.			

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**P.9. Project Manager – Level 2**

M#	Mandatory Technical Criteria	Contractor's to insert demonstrated experience	Met / Not Met	Contractor's Response Cross Reference to TA
<b>M51</b>	The proposed resource must have a minimum of 8 years of experience (as of bid solicitation date) with briefing both orally and in writing to *senior management and clients.  *senior management is defined as Director level or above.			
<b>M52</b>	The proposed resource must have a minimum of 5 years of experience in using Microsoft Project or equivalent project management tool such as ProWorkflow, Jira, etc.			
<b>M53</b>	The proposed resource must have a minimum of 5 years of experience identifying, defining, and assessing risk and developing risk management strategies and plans for enterprise application software development.			
<b>M54</b>	The proposed resource must have a minimum of 5 years of experience with "Waterfall", "Spiral", or "Agile" methodology for enterprise application software development.			
<b>M55</b>	The proposed resource must have a minimum of 5 years of any software development project management experience.			

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<b>P.10. Project Scheduler – Level 1</b>				
<b>M#</b>	<b>Mandatory Technical Criteria</b>	<b>Contractor's to insert demonstrated experience</b>	<b>Met / Not Met</b>	<b>Contractor's Response Cross Reference to TA</b>
<b>M56</b>	The proposed resource must have a minimum of 3 years of experience with developing and supporting project schedules for enterprise software development projects.			
<b>M57</b>	The proposed resource must have a minimum of 3 years of experience developing and maintaining Work Breakdown Structures.			
<b>M58</b>	The proposed resource must have a minimum of 3 years of experience producing executive progress reports and identifying scheduling and/or dependency issues.			
<b>M59</b>	The proposed resource must have a minimum of 3 years of experience conducting and providing critical path analysis.			
<b>M60</b>	The proposed resource must have a minimum of 3 years of experience providing support to schedule co-ordination efforts with internal and external project stakeholders.			

<b>P.11. Quality Assurance Specialist/Analyst – Level 3</b>				
<b>M#</b>	<b>Mandatory Technical Criteria</b>	<b>Contractor's to insert demonstrated experience</b>	<b>Met / Not Met</b>	<b>Contractor's Response Cross Reference to TA</b>
<b>M61</b>	The proposed resource must have a minimum of 10 years of experience in using a problem reporting and tracking system or tool.			

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<b>M62</b>	The proposed resource must have a minimum of 8 years of experience working with business rules, application functional requirements, and software technical specifications to resolve application and data integrity problems.			
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<b>C.3-IT Security TRA and C&amp;A Analyst--Level 3</b>				
<b>M#</b>	<b>Mandatory Technical Criteria</b>	<b>Contractor's to insert demonstrated experience</b>	<b>Met / Not Met</b>	<b>Contractor's Response-Cross Reference to TA</b>
<b>M63</b>	<p>The proposed resource must have a minimum of 10 years of experience within the last 15 years (as of bid solicitation date), in executing at least 50% of the following tasks:</p> <ul style="list-style-type: none"> <li>Review, analyze, and/or apply Federal, Provincial or Territorial IT Security policies, System IT Security Certification &amp; Accreditation processes, IT Security products, safeguards and best practices, and the IT Security risk mitigation strategies;</li> <li>Identify threats and vulnerabilities of operating systems (such as MS, Unix, Linux, and Novell) and wireless architectures;</li> <li>Identify personnel, technical, physical and procedural threats and vulnerabilities of Federal, Provincial or Territorial IT systems;</li> <li>Develop reports such as, but not limited to, Data security analysis, Concepts of Operation, Statements of Sensitivity (SoSs), Threat Assessments, Privacy Impact Assessments (PIAs), Non-technical</li> </ul>			

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	<p>Vulnerability Assessments, Risk Assessments, IT Security threat, vulnerability and/or risk briefings;</p> <ul style="list-style-type: none"><li>• Conduct Certification activities such as:<ul style="list-style-type: none"><li>Develop Security Certification Plans, Verify that security safeguards meet the applicable policies and standards,<ul style="list-style-type: none"><li>○ Validate the security requirements by mapping the system-specific security policy to the functional security requirements, and</li><li>○ Mapping the security requirements through the various stages of design documents and 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&amp;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;</li></ul></li><li>• Conduct Accreditation activities such as:<ul style="list-style-type: none"><li>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</li></ul></li></ul></li></ul>			
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	<p>approval purposes). This may include the following types of approvals:</p> <ul style="list-style-type: none"> <li>• 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;             <ul style="list-style-type: none"> <li>○ 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;</li> <li>○ 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;</li> </ul> </li> <li>• Develop and deliver training material relevant to the resource category.</li> </ul>			
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**A.11. Tester – Level 2**

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<b>M#</b>	<b>Mandatory Technical Criteria</b>	<b>Contractor's to insert demonstrated experience</b>	<b>Met / Not Met</b>	<b>Contractor's Response Cross Reference to TA</b>
<b>M64</b>	The proposed resource must have a minimum of 8 years of experience developing, reviewing, documenting, maintaining and managing test strategies, test plans, test scenarios, scripts and libraries.			
<b>M65</b>	The proposed resource must have a minimum of 8 years of experience planning, coordinating and performing test activities in various phases of the Software Development Life Cycle.			
<b>M66</b>	The proposed resource must have a minimum of 8 years of experience documenting and identifying software defects and creating reports on testing results using enterprise specific tools.			
<b>M67</b>	The proposed resource must have a minimum of 8 years of experience establishing software regression testing procedures with emphasis on automating testing, backup and recovery procedures.			
<b>M68</b>	The proposed resource must have a minimum of 8 years of experience establishing and operating 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 performance or compatibility standards and have no unforeseen detrimental effects on the shared infrastructure.			
<b>M69</b>	The proposed resource must have a minimum of 8 years of experience working with cross sectional teams of Business Analysts, Operations/migrations and Development teams for: A) Acquiring business knowledge;			

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	<p>B) Troubleshooting defects; and C) Maintaining tests environment</p>			
<b>M70</b>	<p>The proposed resource must have a minimum of 5 years of experience:</p> <ul style="list-style-type: none"> <li>I. Using the UFT tool, or a comparable industry tool that provides a complete solution for creating and maintaining automated functional and regression test scripts (i.e. Testcomplete, Selenium, Worksoft Certify, etc.)</li> </ul> <p>AND</p> <ul style="list-style-type: none"> <li>II. Using the ALM tool, or a comparable industry tool that automates the process of software development and delivery by documenting and tracking changes made to an application while providing a consistent environment for collaboration between various IT teams (i.e. Rommana, ALM, Jama Software, Team Foundation Server, etc.).</li> </ul>			

<b>A.2 ERP Functional Analyst (PeopleSoft) – Level 2</b>				
<b>M#</b>	<b>Mandatory Technical Criteria</b>	<b>Contractor's to insert demonstrated experience</b>	<b>Met / Not Met</b>	<b>Contractor's Response Cross Reference to TA</b>
<b>M71</b>	The proposed resource must have a minimum of 5 years of experience within the last 10 years in implementing, upgrading or supporting PeopleSoft Human Capital Management (HCM) version 8.9 (or greater).			

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<b>M72</b>	The proposed resource must have a minimum of 5 years of experience within the last 10 years developing business or functional requirements for an enterprise application, including providing design ideas for new functionality and documenting functional specification.			
<b>M73</b>	The proposed resource must have a minimum of 5 years of experience within the last 10 years 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.			

<b>A.5. ERP Technical Analyst (PeopleSoft) – Level 2</b>				
<b>M#</b>	<b>Mandatory Technical Criteria</b>	<b>Contractor's to insert demonstrated experience</b>	<b>Met / Not Met</b>	<b>Contractor's Response Cross Reference to TA</b>
<b>M74</b>	The proposed resource must have a minimum of 5 years of experience within the last 10 years, 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.			
<b>M75</b>	The proposed resource must have a minimum of 5 years of experience within the last 10 years 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.			

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<b>M76</b>	<p>The proposed resource must have a minimum of 10 years of experience within the last 15 years 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:</p> <ol style="list-style-type: none"> <li>a. Configuration and support of PeopleSoft Application Designer; and</li> <li>b. The migration and execution of PeopleSoft Data Mover, SQR, or SQL; and</li> <li>c. Following Migration Instructions to migrate PeopleSoft Application Designer projects from source to target environments ; and</li> <li>d. Troubleshooting and reporting on migration errors, and to stakeholders or internal managed process.</li> </ol>		
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<b>B.5. Business Process Re-Engineering (BRP) Consultant – Level 3</b>			
<b>M#</b>	<b>Mandatory Technical Criteria</b>	<b>Contractor's to insert demonstrated experience</b>	<b>Met / Not Met</b>
<b>M77</b>	The proposed resource must have a minimum of 10 years of experience within the last 15 years in analyzing business functional requirements to identify information, procedures and decision flows.		
<b>M78</b>	The proposed resource must have a certificate/diploma of formal training in Business Analysis using the Business Analysis Body of Knowledge (BABOK) methodology or another commonly accepted industry standard.		

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**B.9. Courseware Developer – Level 3**

<b>M#</b>	<b>Mandatory Technical Criteria</b>	<b>Contractor's to insert demonstrated experience</b>	<b>Met / Not Met</b>	<b>Contractor's Response Cross Reference to TA</b>
<b>M79</b>	The proposed resource must have a minimum 10 years of experience within the last 15 years in developing training materials.			
<b>M80</b>	The proposed resource must have obtained the User Productivity Kit certification.			
<b>M81</b>	The 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**

<b>M#</b>	<b>Mandatory Technical Criteria</b>	<b>Contractor's to insert demonstrated experience</b>	<b>Met / Not Met</b>	<b>Contractor's Response Cross Reference to TA</b>
<b>M82</b>	The proposed resource must have a minimum of 5 years of experience within the last 10 years in developing training materials.			
<b>M83</b>	The proposed resource must have obtained the User Productivity Kit certification.			

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<b>M84</b>	The 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).			
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**P. 1. Change Management Consultant – Level 2**

<b>M#</b>	<b>Mandatory Technical Criteria</b>	<b>Contractor's to insert demonstrated experience</b>	<b>Met / Not Met</b>	<b>Contractor's Response Cross Reference to TA</b>
<b>M85</b>	The proposed resource must have a minimum of five (5) years of experience within the last 10 years in performing at least 50% of the tasks listed at 3.3.3.1 of Annex A - Statement of Work.			
<b>M86</b>	The proposed resource must have a minimum of two (2) years of experience, within the last six (6) years, planning and implementing Business Change Management strategies on the implementation of an ERP solution.			

**2.0 Point Rated Resources Assessment Criteria:**

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**A.2 ERP Functional Analyst (PeopleSoft), Level 3**

PR#	Point-Rated Technical Criteria	Maximum Points	Point Scale	Score	Contractor's Response Cross Reference to TA
PR1	Experience of the proposed resource within the last five (5) years (as of bid solicitation date), in working as a Functional Analyst on an enterprise PeopleSoft HCM upgrade project or initiative.	5	1 to less than 2 years = 1 point 2 to less than 3 years = 2 points 3 to less than 4 years = 3 points 4 to less than 5 years = 4 points 5 years = 5 points		
PR2	Experience of the proposed resource within the last five (5) years (as of bid solicitation date), in creating and executing test scenarios and test scripts, creating test data to validate that the application meets the identified requirements, tracking results of testing and identifying areas of improvement where required.	5	1 to less than 2 years = 1 point		
PR3	Experience of the proposed resource within the last five (5) years (as of bid solicitation date), in performing and documenting fit/gap analysis within the application to find the	5	1 to less than 2 years = 1 point 2 to less than 3 years = 2 points 3 to less than 4 years = 3 points 4 to less than 5 years = 4 points 5 years = 5 points		



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	best solution to meet a specified requirement.			
	<b>Maximum Points:</b>	<b>15 points</b>	<b>Points Achieved:</b>	
	<b>Minimum Threshold Score to be Responsive:</b>	<b>9 points</b>		

**A.3 ERP Programmer Analyst (PeopleSoft), Level 3.**

PR#	Point-Rated Technical Criteria	Maximum Points	Point Scale	Score	Contractor's Response Cross Reference to TA
<b>PR4</b>	Experience of the proposed resource within the last five (5) years (as of bid solicitation date), in reviewing functional requirements and specifications and providing expertise on PeopleSoft HCM modules and available application functionality.	5	1 to less than 2 years = 1 point 2 to less than 3 years = 2 points 3 to less than 4 years = 3 points 4 to less than 5 years = 4 points 5 years = 5 points		
<b>PR5</b>	Experience of the proposed resource within the last five (5) years (as of bid solicitation date), in performing a review of change requests and their associated costs and analyzing code and objects to determine functional fit.	5	1 to less than 2 years = 1 point 2 to less than 3 years = 2 points 3 to less than 4 years = 3 points 4 to less than 5 years = 4 points 5 years = 5 points		
<b>Maximum Points:</b>		<b>10 points</b>	<b>Points Achieved:</b>		
<b>Minimum Threshold Score to be</b>		<b>6 points</b>			

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<b>Responsive:</b>
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<b>A.3 ERP Programmer Analyst (PeopleSoft), Level 3.</b>					
<b>PR#</b>	<b>Point-Rated Technical Criteria</b>	<b>Maximum Points</b>	<b>Point Scale</b>	<b>Score</b>	<b>Contractor's Response Cross Reference to TA</b>
<b>PR6</b>	Experience of the proposed resource within the last five (5) (as of bid solicitation date), in reviewing functional requirements and specifications and providing expertise on development options using PeopleTools to extend or correct application functionality.	5	1 to less than 2 years = 1 point 2 to less than 3 years = 2 points 3 to less than 4 years = 3 points 4 to less than 5 years = 4 points 5 years = 5 points		
<b>PR7</b>	Experience of the proposed resource within the last five (5) (as of bid solicitation date), in performing a review of change requests and their associated impact and analyzing code and objects to determine technical fit.	5	1 to less than 2 years = 1 point 2 to less than 3 years = 2 points 3 to less than 4 years = 3 points 4 to less than 5 years = 4 points 5 years = 5 points		
		<b>Maximum Points:</b>	<b>10 points</b>	<b>Points Achieved:</b>	
		<b>Minimum Threshold Score to be Responsive:</b>	<b>6 points</b>		

<b>A.5 ERP Technical Analyst (PeopleSoft), Level 3</b>
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<b>PR#</b>	<b>Point-Rated Technical Criteria</b>	<b>Maximum Points</b>	<b>Point Scale</b>	<b>Score</b>	<b>Contractor's Response Cross Reference to TA</b>
<b>PR8</b>	Experience of the proposed resource within the last five (5) years (as of bid solicitation date), in developing or managing technical aspects of application software, user interfaces and third-party components.	5	1 to less than 2 years = 1 point 2 to less than 3 years = 2 points 3 to less than 4 years = 3 points 4 to less than 5 years = 4 points 5 years = 5 points		
<b>PR9</b>	Experience of the proposed resource, within the last five (5) years (as of bid solicitation date), in investigating and resolving PeopleSoft HCM process failure, crash or poor system response issue.	5	1 to less than 2 years = 1 point 2 to less than 3 years = 2 points 3 to less than 4 years = 3 points 4 to less than 5 years = 4 points 5 years = 5 points		
		<b>10 points</b>	<b>Points Achieved:</b>		
		<b>6 points</b>			
<b>Minimum Threshold Score to be Responsive:</b>					

<b>A.7 Programmer/Analyst, Level 3</b>					
<b>PR#</b>	<b>Point-Rated Technical Criteria</b>	<b>Maximum Points</b>	<b>Point Scale</b>	<b>Score</b>	<b>Contractor's Response Cross Reference to TA</b>
<b>PR10</b>	Experience of the proposed resource within the last five (5) years (as	5	1 application = 1 point 2 applications = 2 points 3 applications = 3 points		



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	of bid solicitation date), in reviewing functional requirements and specifications and providing expertise on software applications and available application functionality.		2 to less than 3 years = 2 points 3 to less than 4 years = 3 points 4 to less than 5 years = 4 points 5 years = 5 points	
<b>PR13</b>	Experience of the proposed resource within the last five (5) years (as of bid solicitation date), in performing a review of change requests and their associated costs and analyzing code and objects to determine functional fit.	5	1 to less than 2 years = 1 point 2 to less than 3 years = 2 points 3 to less than 4 years = 3 points 4 to less than 5 years = 4 points 5 years = 5 points	
<b>Maximum Points:</b>		<b>10 points</b>	<b>Points Achieved:</b>	
<b>Minimum Threshold Score to be Responsive:</b>		<b>6 points</b>		

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**ANNEX B**  
**BASIS OF PAYMENT**  
**(REVISED FEBRUARY 21<sup>st</sup>, 2022)**

**INITIAL CONTRACT PERIOD (1 YEAR and Year 2):**

Initial Contract Period – Year 1 and Year 2		
Resource Category	Level of Expertise	Firm Per Diem Rate
A.1 Application/Software Architect (PeopleSoft)	Level 3	<i>To be inserted upon award</i>
A.2 ERP Functional Analyst (PeopleSoft)	Level 2	<i>To be inserted upon award</i>
A.2 ERP Functional Analyst (PeopleSoft)	Level 3	<i>To be inserted upon award</i>
A.3 ERP Programmer Analyst (PeopleSoft)	Level 2	<i>To be inserted upon award</i>
A.3 ERP Programmer Analyst (PeopleSoft)	Level 3	<i>To be inserted upon award</i>
A.4 ERP System Analyst (PeopleSoft)	Level 2	<i>To be inserted upon award</i>
A.4 ERP System Analyst (PeopleSoft)	Level 3	<i>To be inserted upon award</i>
A.5 ERP Technical Analyst (PeopleSoft)	Level 2	<i>To be inserted upon award</i>
A.5 ERP Technical Analyst (PeopleSoft)	Level 3	<i>To be inserted upon award</i>
A.7 Programmer Analyst	Level 2	<i>To be inserted upon award</i>
A.7 Programmer Analyst	Level 3	<i>To be inserted upon award</i>
A.8 System Analyst	Level 3	<i>To be inserted upon award</i>
A.11 Tester	Level 2	<i>To be inserted upon award</i>
I.1 Data Conversion Specialist	Level 3	<i>To be inserted upon award</i>
I.10 Technical Architect	Level 2	<i>To be inserted upon award</i>
P.11 Quality Assurance Specialist/Analyst	Level 3	<i>To be inserted upon award</i>
B.5 Business Process Re-Engineering (BRP) Consultant	Level 3	<i>To be inserted upon award</i>
B.9 Courseware Developer	Level 2	<i>To be inserted upon award</i>
B.9 Courseware Developer	Level 3	<i>To be inserted upon award</i>
P.1 Change Management Consultant	Level 2	<i>To be inserted upon award</i>
P.9 Project Manager	Level 2	<i>To be inserted upon award</i>
P.9 Project Manager	Level 3	<i>To be inserted upon award</i>
P.10 Project Scheduler	Level 1	<i>To be inserted upon award</i>

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**OPTION PERIODS:**

<b>Option Period 1 – Year 3</b>		
<b>Resource Category</b>	<b>Level of Expertise</b>	<b>Firm Per Diem Rate</b>
A.1 Application/Software Architect (PeopleSoft)	Level 3	<i>To be inserted upon award</i>
A.2 ERP Functional Analyst (PeopleSoft)	Level 2	<i>To be inserted upon award</i>
A.2 ERP Functional Analyst (PeopleSoft)	Level 3	<i>To be inserted upon award</i>
A.3 ERP Programmer Analyst (PeopleSoft)	Level 2	<i>To be inserted upon award</i>
A.3 ERP Programmer Analyst (PeopleSoft)	Level 3	<i>To be inserted upon award</i>
A.4 ERP System Analyst (PeopleSoft)	Level 2	<i>To be inserted upon award</i>
A.4 ERP System Analyst (PeopleSoft)	Level 3	<i>To be inserted upon award</i>
A.5 ERP Technical Analyst (PeopleSoft)	Level 2	<i>To be inserted upon award</i>
A.5 ERP Technical Analyst (PeopleSoft)	Level 3	<i>To be inserted upon award</i>
A.7 Programmer Analyst	Level 2	<i>To be inserted upon award</i>
A.7 Programmer Analyst	Level 3	<i>To be inserted upon award</i>
A.8 System Analyst	Level 3	<i>To be inserted upon award</i>
A.11 Tester	Level 2	<i>To be inserted upon award</i>
I.1 Data Conversion Specialist	Level 3	<i>To be inserted upon award</i>
I.10 Technical Architect	Level 2	<i>To be inserted upon award</i>
P.11 Quality Assurance Specialist/Analyst	Level 3	<i>To be inserted upon award</i>
B.5 Business Process Re-Engineering (BRP) Consultant	Level 3	<i>To be inserted upon award</i>
B.9 Courseware Developer	Level 2	<i>To be inserted upon award</i>
B.9 Courseware Developer	Level 3	<i>To be inserted upon award</i>
P.1 Change Management Consultant	Level 2	<i>To be inserted upon award</i>
P.9 Project Manager	Level 2	<i>To be inserted upon award</i>
P.9 Project Manager	Level 3	<i>To be inserted upon award</i>
P.10 Project Scheduler	Level 1	<i>To be inserted upon award</i>

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<b>Option Period 2 – Year 4</b>		
<b>Resource Category</b>	<b>Level of Expertise</b>	<b>Firm Per Diem Rate</b>
A.1 Application/Software Architect (PeopleSoft)	Level 3	<i>To be inserted upon award</i>
A.2 ERP Functional Analyst (PeopleSoft)	Level 2	<i>To be inserted upon award</i>
A.2 ERP Functional Analyst (PeopleSoft)	Level 3	<i>To be inserted upon award</i>
A.3 ERP Programmer Analyst (PeopleSoft)	Level 2	<i>To be inserted upon award</i>
A.3 ERP Programmer Analyst (PeopleSoft)	Level 3	<i>To be inserted upon award</i>
A.4 ERP System Analyst (PeopleSoft)	Level 2	<i>To be inserted upon award</i>
A.4 ERP System Analyst (PeopleSoft)	Level 3	<i>To be inserted upon award</i>
A.5 ERP Technical Analyst (PeopleSoft)	Level 2	<i>To be inserted upon award</i>
A.5 ERP Technical Analyst (PeopleSoft)	Level 3	<i>To be inserted upon award</i>
A.7 Programmer Analyst	Level 2	<i>To be inserted upon award</i>
A.7 Programmer Analyst	Level 3	<i>To be inserted upon award</i>
A.8 System Analyst	Level 3	<i>To be inserted upon award</i>
A.11 Tester	Level 2	<i>To be inserted upon award</i>
I.1 Data Conversion Specialist	Level 3	<i>To be inserted upon award</i>
I.10 Technical Architect	Level 2	<i>To be inserted upon award</i>
P.11 Quality Assurance Specialist/Analyst	Level 3	<i>To be inserted upon award</i>
B.5 Business Process Re-Engineering (BRP) Consultant	Level 3	<i>To be inserted upon award</i>
B.9 Courseware Developer	Level 2	<i>To be inserted upon award</i>
B.9 Courseware Developer	Level 3	<i>To be inserted upon award</i>
P.1 Change Management Consultant	Level 2	<i>To be inserted upon award</i>
P.9 Project Manager	Level 2	<i>To be inserted upon award</i>
P.9 Project Manager	Level 3	<i>To be inserted upon award</i>
P.10 Project Scheduler	Level 1	<i>To be inserted upon award</i>



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<b>Option Period 3 – Year 5</b>		
<b>Resource Category</b>	<b>Level of Expertise</b>	<b>Firm Per Diem Rate</b>
A.1 Application/Software Architect (PeopleSoft)	Level 3	<i>To be inserted upon award</i>
A.2 ERP Functional Analyst (PeopleSoft)	Level 2	<i>To be inserted upon award</i>
A.2 ERP Functional Analyst (PeopleSoft)	Level 3	<i>To be inserted upon award</i>
A.3 ERP Programmer Analyst (PeopleSoft)	Level 2	<i>To be inserted upon award</i>
A.3 ERP Programmer Analyst (PeopleSoft)	Level 3	<i>To be inserted upon award</i>
A.4 ERP System Analyst (PeopleSoft)	Level 2	<i>To be inserted upon award</i>
A.4 ERP System Analyst (PeopleSoft)	Level 3	<i>To be inserted upon award</i>
A.5 ERP Technical Analyst (PeopleSoft)	Level 2	<i>To be inserted upon award</i>
A.5 ERP Technical Analyst (PeopleSoft)	Level 3	<i>To be inserted upon award</i>
A.7 Programmer Analyst	Level 2	<i>To be inserted upon award</i>
A.7 Programmer Analyst	Level 3	<i>To be inserted upon award</i>
A.8 System Analyst	Level 3	<i>To be inserted upon award</i>
A.11 Tester	Level 2	<i>To be inserted upon award</i>
I.1 Data Conversion Specialist	Level 3	<i>To be inserted upon award</i>
I.10 Technical Architect	Level 2	<i>To be inserted upon award</i>
P.11 Quality Assurance Specialist/Analyst	Level 3	<i>To be inserted upon award</i>
B.5 Business Process Re-Engineering (BRP) Consultant	Level 3	<i>To be inserted upon award</i>
B.9 Courseware Developer	Level 2	<i>To be inserted upon award</i>
B.9 Courseware Developer	Level 3	<i>To be inserted upon award</i>
P.1 Change Management Consultant	Level 2	<i>To be inserted upon award</i>
P.9 Project Manager	Level 2	<i>To be inserted upon award</i>
P.9 Project Manager	Level 3	<i>To be inserted upon award</i>
P.10 Project Scheduler	Level 1	<i>To be inserted upon award</i>

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**FORM 4**  
**PRICING SCHEDULE**  
**(REVISED FEBRUARY 21<sup>st</sup>, 2022)**

**INITIAL CONTRACT PERIOD (2 YEARS):**

Initial Contract Period – Year 1 & Year 2		
(A)	(B)	(C)
Resource Category	Level of Expertise	Firm Per Diem Rate
A.1 Application/Software Architect (PeopleSoft)	Level 3	<i>\$ Bidder to provide Firm Per Diem Rate</i>
A.2 ERP Functional Analyst (PeopleSoft)	Level 2	<i>\$ Bidder to provide Firm Per Diem Rate</i>
A.2 ERP Functional Analyst (PeopleSoft)	Level 3	<i>\$ Bidder to provide Firm Per Diem Rate</i>
A.3 ERP Programmer Analyst (PeopleSoft)	Level 2	<i>\$ Bidder to provide Firm Per Diem Rate</i>
A.3 ERP Programmer Analyst (PeopleSoft)	Level 3	<i>\$ Bidder to provide Firm Per Diem Rate</i>
A.4 ERP System Analyst (PeopleSoft)	Level 2	<i>\$ Bidder to provide Firm Per Diem Rate</i>
A.4 ERP System Analyst (PeopleSoft)	Level 3	<i>\$ Bidder to provide Firm Per Diem Rate</i>
A.5 ERP Technical Analyst (PeopleSoft)	Level 2	<i>\$ Bidder to provide Firm Per Diem Rate</i>
A.5 ERP Technical Analyst (PeopleSoft)	Level 3	<i>\$ Bidder to provide Firm Per Diem Rate</i>
A.7 Programmer Analyst	Level 2	<i>\$ Bidder to provide Firm Per Diem Rate</i>
A.7 Programmer Analyst	Level 3	<i>\$ Bidder to provide Firm Per Diem Rate</i>
A.8 System Analyst	Level 3	<i>\$ Bidder to provide Firm Per Diem Rate</i>
A.11 Tester	Level 2	<i>\$ Bidder to provide Firm Per Diem Rate</i>
I.1 Data Conversion Specialist	Level 3	<i>\$ Bidder to provide Firm Per Diem Rate</i>
I.10 Technical Architect	Level 2	<i>\$ Bidder to provide Firm Per Diem Rate</i>
P.11 Quality Assurance Specialist/Analyst	Level 3	<i>\$ Bidder to provide Firm Per Diem Rate</i>
B.5 Business Process Re-Engineering (BRP) Consultant	Level 3	<i>\$ Bidder to provide Firm Per Diem Rate</i>
B.9 Courseware Developer	Level 2	<i>\$ Bidder to provide Firm Per Diem Rate</i>
B.9 Courseware Developer	Level 3	<i>\$ Bidder to provide Firm Per Diem Rate</i>
P.1 Change Management Consultant	Level 2	<i>\$ Bidder to provide Firm Per Diem Rate</i>

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P.9 Project Manager	Level 2	<b>\$ Bidder to provide Firm Per Diem Rate</b>
P.9 Project Manager	Level 3	<b>\$ Bidder to provide Firm Per Diem Rate</b>
P.10 Project Scheduler	Level 1	<b>\$ Bidder to provide Firm Per Diem Rate</b>

**OPTION PERIODS:**

<b>Option Period 1 – Year 3</b>		
<b>(A)</b>	<b>(B)</b>	<b>(C)</b>
<b>Resource Category</b>	<b>Level of Expertise</b>	<b>Firm Per Diem Rate</b>
A.1 Application/Software Architect (PeopleSoft)	Level 3	<b>\$ Bidder to provide Firm Per Diem Rate</b>
A.2 ERP Functional Analyst (PeopleSoft)	Level 2	<b>\$ Bidder to provide Firm Per Diem Rate</b>
A.2 ERP Functional Analyst (PeopleSoft)	Level 3	<b>\$ Bidder to provide Firm Per Diem Rate</b>
A.3 ERP Programmer Analyst (PeopleSoft)	Level 2	<b>\$ Bidder to provide Firm Per Diem Rate</b>
A.3 ERP Programmer Analyst (PeopleSoft)	Level 3	<b>\$ Bidder to provide Firm Per Diem Rate</b>
A.4 ERP System Analyst (PeopleSoft)	Level 2	<b>\$ Bidder to provide Firm Per Diem Rate</b>
A.4 ERP System Analyst (PeopleSoft)	Level 3	<b>\$ Bidder to provide Firm Per Diem Rate</b>
A.5 ERP Technical Analyst (PeopleSoft)	Level 2	<b>\$ Bidder to provide Firm Per Diem Rate</b>
A.5 ERP Technical Analyst (PeopleSoft)	Level 3	<b>\$ Bidder to provide Firm Per Diem Rate</b>
A.7 Programmer Analyst	Level 2	<b>\$ Bidder to provide Firm Per Diem Rate</b>
A.7 Programmer Analyst	Level 3	<b>\$ Bidder to provide Firm Per Diem Rate</b>
A.8 System Analyst	Level 3	<b>\$ Bidder to provide Firm Per Diem Rate</b>
A.11 Tester	Level 2	<b>\$ Bidder to provide Firm Per Diem Rate</b>
I.1 Data Conversion Specialist	Level 3	<b>\$ Bidder to provide Firm Per Diem Rate</b>
I.10 Technical Architect	Level 2	<b>\$ Bidder to provide Firm Per Diem Rate</b>
P.11 Quality Assurance Specialist/Analyst	Level 3	<b>\$ Bidder to provide Firm Per Diem Rate</b>
B.5 Business Process Re-Engineering (BRP) Consultant	Level 3	<b>\$ Bidder to provide Firm Per Diem Rate</b>
B.9 Courseware Developer	Level 2	<b>\$ Bidder to provide Firm Per Diem Rate</b>
B.9 Courseware Developer	Level 3	<b>\$ Bidder to provide Firm Per Diem Rate</b>

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P.1 Change Management Consultant	Level 2	<b>\$ Bidder to provide Firm Per Diem Rate</b>
P.9 Project Manager	Level 2	<b>\$ Bidder to provide Firm Per Diem Rate</b>
P.9 Project Manager	Level 3	<b>\$ Bidder to provide Firm Per Diem Rate</b>
P.10 Project Scheduler	Level 1	<b>\$ Bidder to provide Firm Per Diem Rate</b>

<b>Option Period 2 – Year 4</b>		
<b>(A)</b>	<b>(B)</b>	<b>(C)</b>
<b>Resource Category</b>	<b>Level of Expertise</b>	<b>Firm Per Diem Rate</b>
A.1 Application/Software Architect (PeopleSoft)	Level 3	<b>\$ Bidder to provide Firm Per Diem Rate</b>
A.2 ERP Functional Analyst (PeopleSoft)	Level 2	<b>\$ Bidder to provide Firm Per Diem Rate</b>
A.2 ERP Functional Analyst (PeopleSoft)	Level 3	<b>\$ Bidder to provide Firm Per Diem Rate</b>
A.3 ERP Programmer Analyst (PeopleSoft)	Level 2	<b>\$ Bidder to provide Firm Per Diem Rate</b>
A.3 ERP Programmer Analyst (PeopleSoft)	Level 3	<b>\$ Bidder to provide Firm Per Diem Rate</b>
A.4 ERP System Analyst (PeopleSoft)	Level 2	<b>\$ Bidder to provide Firm Per Diem Rate</b>
A.4 ERP System Analyst (PeopleSoft)	Level 3	<b>\$ Bidder to provide Firm Per Diem Rate</b>
A.5 ERP Technical Analyst (PeopleSoft)	Level 2	<b>\$ Bidder to provide Firm Per Diem Rate</b>
A.5 ERP Technical Analyst (PeopleSoft)	Level 3	<b>\$ Bidder to provide Firm Per Diem Rate</b>
A.7 Programmer Analyst	Level 2	<b>\$ Bidder to provide Firm Per Diem Rate</b>
A.7 Programmer Analyst	Level 3	<b>\$ Bidder to provide Firm Per Diem Rate</b>
A.8 System Analyst	Level 3	<b>\$ Bidder to provide Firm Per Diem Rate</b>
A.11 Tester	Level 2	<b>\$ Bidder to provide Firm Per Diem Rate</b>
I.1 Data Conversion Specialist	Level 3	<b>\$ Bidder to provide Firm Per Diem Rate</b>
I.10 Technical Architect	Level 2	<b>\$ Bidder to provide Firm Per Diem Rate</b>
P.11 Quality Assurance Specialist/Analyst	Level 3	<b>\$ Bidder to provide Firm Per Diem Rate</b>
B.5 Business Process Re-Engineering (BRP) Consultant	Level 3	<b>\$ Bidder to provide Firm Per Diem Rate</b>
B.9 Courseware Developer	Level 2	<b>\$ Bidder to provide Firm Per Diem Rate</b>

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B.9 Courseware Developer	Level 3	<b>\$ Bidder to provide Firm Per Diem Rate</b>
P.1 Change Management Consultant	Level 2	<b>\$ Bidder to provide Firm Per Diem Rate</b>
P.9 Project Manager	Level 2	<b>\$ Bidder to provide Firm Per Diem Rate</b>
P.9 Project Manager	Level 3	<b>\$ Bidder to provide Firm Per Diem Rate</b>
P.10 Project Scheduler	Level 1	<b>\$ Bidder to provide Firm Per Diem Rate</b>

<b>Option Period 3 – Year 5</b>		
<b>(A)</b>	<b>(B)</b>	<b>(C)</b>
<b>Resource Category</b>	<b>Level of Expertise</b>	<b>Firm Per Diem Rate</b>
A.1 Application/Software Architect (PeopleSoft)	Level 3	<b>\$ Bidder to provide Firm Per Diem Rate</b>
A.2 ERP Functional Analyst (PeopleSoft)	Level 2	<b>\$ Bidder to provide Firm Per Diem Rate</b>
A.2 ERP Functional Analyst (PeopleSoft)	Level 3	<b>\$ Bidder to provide Firm Per Diem Rate</b>
A.3 ERP Programmer Analyst (PeopleSoft)	Level 2	<b>\$ Bidder to provide Firm Per Diem Rate</b>
A.3 ERP Programmer Analyst (PeopleSoft)	Level 3	<b>\$ Bidder to provide Firm Per Diem Rate</b>
A.4 ERP System Analyst (PeopleSoft)	Level 2	<b>\$ Bidder to provide Firm Per Diem Rate</b>
A.4 ERP System Analyst (PeopleSoft)	Level 3	<b>\$ Bidder to provide Firm Per Diem Rate</b>
A.5 ERP Technical Analyst (PeopleSoft)	Level 2	<b>\$ Bidder to provide Firm Per Diem Rate</b>
A.5 ERP Technical Analyst (PeopleSoft)	Level 3	<b>\$ Bidder to provide Firm Per Diem Rate</b>
A.7 Programmer Analyst	Level 2	<b>\$ Bidder to provide Firm Per Diem Rate</b>
A.7 Programmer Analyst	Level 3	<b>\$ Bidder to provide Firm Per Diem Rate</b>
A.8 System Analyst	Level 3	<b>\$ Bidder to provide Firm Per Diem Rate</b>
A.11 Tester	Level 2	<b>\$ Bidder to provide Firm Per Diem Rate</b>
I.1 Data Conversion Specialist	Level 3	<b>\$ Bidder to provide Firm Per Diem Rate</b>
I.10 Technical Architect	Level 2	<b>\$ Bidder to provide Firm Per Diem Rate</b>
P.11 Quality Assurance Specialist/Analyst	Level 3	<b>\$ Bidder to provide Firm Per Diem Rate</b>
B.5 Business Process Re-Engineering (BRP) Consultant	Level 3	<b>\$ Bidder to provide Firm Per Diem Rate</b>

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B.9 Courseware Developer	Level 2	<b><i>\$ Bidder to provide Firm Per Diem Rate</i></b>
B.9 Courseware Developer	Level 3	<b><i>\$ Bidder to provide Firm Per Diem Rate</i></b>
P.1 Change Management Consultant	Level 2	<b><i>\$ Bidder to provide Firm Per Diem Rate</i></b>
P.9 Project Manager	Level 2	<b><i>\$ Bidder to provide Firm Per Diem Rate</i></b>
P.9 Project Manager	Level 3	<b><i>\$ Bidder to provide Firm Per Diem Rate</i></b>
P.10 Project Scheduler	Level 1	<b><i>\$ Bidder to provide Firm Per Diem Rate</i></b>