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**SOLICITATION AMENDMENT  
MODIFICATION DE L'INVITATION**

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

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

**Comments - Commentaires**

**Vendor/Firm Name and Address**

Raison sociale et adresse du  
fournisseur/de l'entrepreneur

**Issuing Office - Bureau de distribution**

Informatics Professional Services - EL Division/Services  
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<b>Title - Sujet</b> TBIPS - PSAB	
<b>Solicitation No. - N° de l'invitation</b> 47419-206529/A	<b>Amendment No. - N° modif.</b> 008
<b>Client Reference No. - N° de référence du client</b> 1000346529	<b>Date</b> 2019-06-21
<b>GETS Reference No. - N° de référence de SEAG</b> PW-\$\$EL-632-35770	
<b>File No. - N° de dossier</b> 632el.47419-206529	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Solicitation Closes - L'invitation prend fin</b> <b>at - à 02:00 PM</b> <b>on - le 2019-06-28</b>	
<b>Time Zone</b> Fuseau horaire Eastern Daylight Saving Time EDT	
<b>F.O.B. - F.A.B.</b> Specified Herein - Précisé dans les présentes	
<b>Plant-Usine:</b> <input type="checkbox"/> <b>Destination:</b> <input type="checkbox"/> <b>Other-Autre:</b> <input checked="" type="checkbox"/>	
<b>Address Enquiries to: - Adresser toutes questions à:</b> Lapalme, Francis	<b>Buyer Id - Id de l'acheteur</b> 632el
<b>Telephone No. - N° de téléphone</b> (613) 858-9912 ( )	<b>FAX No. - N° de FAX</b> ( ) -
<b>Destination - of Goods, Services, and Construction:</b> <b>Destination - des biens, services et construction:</b>	

Instructions: See Herein

Instructions: Voir aux présentes

<b>Delivery Required - Livraison exigée</b>	<b>Delivery Offered - Livraison proposée</b>
<b>Vendor/Firm Name and Address</b> Raison sociale et adresse du fournisseur/de l'entrepreneur	
<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>

The purpose of amendment number 008 is to respond to vendors' questions and provide revisions to the subject Request for Proposal (RFP).

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**Question 1:**

Amendment #6, Q&A #3 states that for M2, where a bidder must provide substantiation under Appendix B of Attachment 2, Section 3, it must also demonstrate the level of experience that the resource category had during the performance of the services under the reference contract.

- a) Could the Crown please clarify whether the above statement applies when using a similar TBIPS category of the **same** level (for example, A Business Analyst (Level 3) for a Business System Analyst (Level 2 or 3)), or whether this applies to non-TBIPS resources only (e.g. using a Senior Business Analyst from a private-sector contract to demonstrate billable days under the Business System Analyst category (Level 2 or 3).
- b) Could the Crown please clarify whether what form it would like substantiation of the level of experience to take? Are we required to provide a summary of each cited resource's experience? Note that for larger contracts with billable days being cited for multiple consultants under a similar category, this will require a large administrative effort, both on the part of the bidder and the Crown's bid evaluation team.

**Response 1:**

a) For corporate mandatory requirement M.2, bidders do not need to provide substantiation under Appendix B of Attachment 2, Section 3, if they are using the same TBIPS category and level as requested.

b) When bidders are not using the same TBIPS category and level, the level of experience should be substantiated by a summary demonstrating the experience each cited resource. No specific format is requested.

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**Question 2:**

We appreciate the urgency of the Crown's requirement for resources. However, given that we are now four (4) business days out from the bid closing date, and there are still questions and answers being exchanged that impact the nature of the Corporate Requirements for this bid, we would like to respectfully request a one (1) week extension to the closing date.

**Response 2:**

Canada has already extended the bid solicitation closing date to June 28<sup>th</sup>, 2:00pm EDT, in solicitation amendment 007. Canada will not grant another extension at the moment.

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**Question 3:**

In reference to the A.6 Programmer/Software Developer L3 Grid, for the Mandatory and Rated requirements (M.1, R.1 and R.2): the current minimum 6-month project duration excludes a large quantity of well-qualified Programmer/Software Developer professionals that otherwise meet the required qualifications. Additionally, the Crown removed the 6-month project minimum restriction for the resource categories in Workstream 2. Given this, could the crown kindly remove the 6-month minimum duration for all requirements in the A.6 Programmer/Software Developer L3 Grid?

**Response 3:**

Canada has considered your request. However, the requirements for the resource category A.6 Programmer/Software Developer – Level 3 will remain unchanged.

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**Question 4:**

Corporate Requirement M.2 requires bidders to demonstrate minimum billable days for Web Designer Consultants – Level 2; however, for mapping purposes, Annex A – Statement of Work for Workstream 1 only lists tasks for a Web Designer – Level 3.

Additionally, in Amendment 6, Question & Answer 2, the crown indicates that Canada will only accept billable days from a level 2 resource category if the mandatory criterion level asks for a level 2 resource category only.

Could the crown please confirm that the minimum billable days in Requirement M.2 (and consequently R.1) should be for a Web Designer – Level 3, and not Level 2, and that bidders can map similar categories to the Web Designer – Level 3 tasks in the Statement of work?

**Response 4:**

Please see revision to Article 5.0 of Annex A – Statement of Work. It should read Web Designer – **Level 2**.

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**Question 5:**

In regards to corporate mandatory criteria M.2, where the bidder is demonstrating that the work included 50% of the associated tasks listed in Article 5 of Annex A – Statement of Work, can the Crown confirm if the tasks listed at the end of section **5.0 Tasks** (included below) need to be factored in the 50% of the associated tasks for each resource category? Or does substantiating only the tasks listed under each category in Article 5 of Annex A – Statement of work would suffice?

In addition, all resource categories listed above will be responsible for, but not be limited to, doing the following:

- Planning and coordinating IM/IT project management activities including planning/coordination/guidance and process aspects;
- Working with a variety of stakeholders, provide expert IM/IT best practice advice/solutions for BASD projects;
- Provision of IM/IT documentation such as Statement of Requirements (SOR), project plans, feasibility reports, schedules, project management plans, risk management plans and lessons learned;

- Formulating and managing the IM/IT project plans by defining deliverables, identifying and providing resources, identifying key milestones, reviewing project progress against milestones, and engaging ongoing risk management;
- Developing and maintaining systems for the management and control of IM/IT requirements on projects in a manner compatible with client standards and guidelines. This includes communications and consultations with various stakeholders in the process;
- Support of the Project Authority to oversee IM/IT initiatives within BASD and on various IM/IT initiatives;
- Support of the Project Authority to oversee the change management process for IM/IT requirements;
- Provide monthly project progress reports;
- Conducting stakeholder meetings; and
- Working with project teams and other stakeholders, manage the IM/IT requirements on projects.

**Response 5:**

Canada confirms that for corporate mandatory criteria M.2, where the bidder is demonstrating that the work included 50% of the associated tasks listed in Article 5.0 of Annex A – Statement of Work, only the tasks listed under each resource category in Article 5.0 of Annex A – Statement of Work must be considered.

The common set of tasks listed at the end of Article 5.0 Tasks of Annex A – Statement of Work must not be considered.

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**Question 6:**

Regarding Corporate Requirement M2 and R1, for contracts where we had multiple consultants billing under a “similar resource category” that is being used to satisfy the requirement(s), please confirm that it is sufficient to map the tasks performed to the SoW once (i.e. 50% of the tasks demonstrated once per similar resource category), and that we are not expected to substantiate the tasks performed by each individual resource.

**Response 6:**

Canada confirms that Bidders are not expected to substantiate the tasks performed by each individual resource for Corporate Requirements M.2 and R.1.

However, the level of experience must be substantiated for **each** non-TBIPS consultant. Please see Amendment 006, Response 3:

For Corporate Requirement M.2, Canada will only accept the same (or equivalent) level of experience as the one identified in the table for a given resource category. Where a Bidder must provide substantiation under Appendix B of Attachment 2, Section 3, it must also demonstrate the level of experience that the resource category had during the performance of the services under the reference contract(s).

Solicitation No. - N° de l'invitation  
47419-206529/A

Amd. No. - N° de la modif.  
008

Buyer ID - Id de l'acheteur  
632e1

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For your information, here are the number of years of experience required for level 2 and 3 resource categories:

Level 2: 5+ to 10 years of experience

Level 3: 10+ years of experience

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**ALL OTHER TERMS AND CONDITIONS REMAIN UNCHANGED**

## **ANNEX A – REVISION 1**

### **STATEMENT OF WORK**

#### **1.0 Title**

Informatics Professional Services for Canada Border Services Information Technology Projects in the National Capital Area (NCA)

#### **2.0 Objective**

The Business Application Systems Directorate (BASD) of the Canada Border Services Agency (CBSA) requires a variety of Information Management (IM)/Information Technology (IT) professional resource services with knowledge and experience supporting and assisting with Government of Canada business application systems/security system projects.

The purpose of these services is to augment capacity in the planning and execution of departmental IM/IT initiatives managed by the Information, Science and Technology Branch (ISTB) team on an as and when required basis.

IM/IT expertise and support services are required to provide expert level advice and thought leadership in specific technologies, processes, applications, and integrated programs interdepartmentally and with other stakeholders accountable for IM/IT initiatives. This includes, but is not limited to, implementation suggestions, identification of road maps for way forward, expertise/guidance on evolving technologies/mandates and risk initiatives, and IT/IM professional services on critical business application and security systems on an as and when required basis. This will ensure a third party independent view required to provide feedback, monitoring and expertise/recommendations to ensure the technology component of projects progresses as required.

#### **3.0 Background**

CBSA is responsible for providing integrated services supporting national security and public safety priorities while facilitating the free flow of people and goods. CBSA manages this priority through its design, development, implementation and ongoing support of IM/IT tools and systems at the Agency, while maintaining the integrity and availability of all technology infrastructures and applications.

ISTB provides technology leadership of corporate business applications and IT programs at CBSA. ISTB provides delivery of technology products, applications and services to meet business needs while investing in modern IT infrastructure to maintain, build on and innovate current and future IM/IT Agency initiatives.

BASD is responsible for the development, production support and maintenance of critical business systems, emerging technologies and critical infrastructure initiatives. These initiatives include, but are not limited to, critical systems, emerging technologies, infrastructure support, evolving platforms, security protocols and applications that serve as common components for internal and external stakeholders. As well, BASD is accountable for the design, development

and delivery of enterprise and corporate IT/IM solutions and infrastructure in support of CBSA's mandate.

BASD manages IM/IT initiatives such as, but not limited to:

1. The Agency SAP Corporate System
2. Electronic Data Warehouse and Business Intelligence systems/reporting
3. Business Process Automation, Business to Business Integration and Customs Electronic Commerce Platform
4. Administrative and Corporate Applications
5. New and Emerging IM/IT security and corporate system technologies
6. Infrastructure and evolving new IM/IT initiatives

BASD is responsible for:

- Development, maintenance and / or support of IT application solutions; and
- Development and / or maintenance of IT application solutions related to travellers, enterprise and common services, commercial and corporate.

The directorate is organized into divisions:

- The Commercial Systems Division provides the System Development Lifecycle services in support of commercial projects: eManifest and Trusted Traders. The division is also responsible for the production support of the TITAN and Commercial Portal Systems. Key divisional activities include:
  - Providing the planning, analysis, design, development, and implementation of commercial systems solutions in support of the emerging commercial program;
  - Serving as the focal point of all IT development associated with commercial eManifest and Trusted Traders projects;
  - Prioritizing and promoting IT development initiatives with end-users and other IT management areas;
  - Managing overall IT project lifecycle coordination for commercial eManifest and Trusted Traders projects and accountable for their delivery; and
  - Acting as a liaison between our commercial business clients and other Branch IT areas.
- The Common and Corporate Systems Division is responsible for the development, production support and maintenance of multiple diverse and innovative applications and solutions which include mission critical technology systems as well as applications that provide a common foundation to ISTB colleagues, internal and external stakeholders. The division is also responsible for the design, development and delivery of Enterprise Common and Corporate solutions in order to meet the Agency and Branch demands and priorities. Key divisional activities include:
  - Providing the planning, analysis, design, development, and implementation of enterprise and corporate applications in support of common and corporate programs and administrative functions across the Agency;

- Deliver enterprise and corporate capabilities that are functional components which perform common tasks identified within the requirements of various business initiatives;
  - Promote reusability through established CBSA best practices and standards by meeting the overlapping needs of the various projects and removing the need for each initiative or project to fund and build these redundant components;
  - Serving as the technical focal point for all IT development projects related to common and corporate functions and activities;
  - Serving as Technical Leaders for Common and Corporate application releases which includes developing System Use Cases, Detailed Design Documents, participating in SEM reviews and other development related documentation;
  - Prioritizing and promoting IT development initiatives with end-users and other IT management areas;
  - Coordinating the procurement of commercial off-the-shelf (COTS) software products and IT hardware needed to meet the business requirements outlined by common and corporate initiatives;
  - Providing maintenance and production support for a wide-range of common and corporate applications;
  - Monitoring and support of systems in production; and
  - Analyzing and impacting production Problem Reports and Change Requests.
- 
- The Enforcement Systems Division is responsible for a suite of mission critical applications created to assist the CBSA in meeting its mandate of supporting security and public safety priorities while facilitating the free flow of persons and goods. The division's applications share critical enforcement information with a variety of internal and external governments, agencies and missions abroad. Information sharing includes: Lookouts, Enforcement Actions, Passage History, API / PNR, Secret information (Secure systems), Wants and Warrants, Currency Seizures, Drug Seizures, and Flight Arrival/Departure Details. Key divisional activities include:
    - Maintaining technology systems to assess in the efficient and secure entry of travellers into Canada;
    - Collecting, analyzing and disseminating information necessary to identify and react to risk at the Canadian border crossings;
    - Sharing and reporting on collected information with external users such as the United States border services agencies, other security agencies such as the Royal Canadian Mounted Police, and other government departments;
    - Providing an automated facility for the compilation and sharing of intelligence case information on individuals and organizations that are known or suspected to be a potential border risk;
    - Providing a library of enforcement information for use by Intelligence and Enforcement staff and Border Services Officers across the country;
    - Developing and maintaining query systems across multiple enforcement and intelligence data repositories;



- Performing HR management in the areas of staffing, performance, coaching and training;
  - Maintaining client relationships by way of regular meetings, consultations, reporting; and
  - Ad hoc reporting in support of the Internal Audit function.
- The Travellers Systems Division is responsible for the analysis, design, development, testing, maintenance, and production support (some are 24 / 7, on call) of CBSA systems used to expedite and facilitate travellers entering Canada. Key divisional activities include:
    - Providing tools that can be used to perform automated risk assessments to facilitate the efficient and secure entry of travellers and conveyance into Canada;
    - Maintaining application that uses technology such as self-help kiosks, Document Readers, Iris Scanners, License Plate Readers, RFID, Facial Recognition, and Fingerprints Verifications;
    - Developing and maintaining joint technology systems with the United States, other government departments and private industry to expedite processing of trusted and regular travellers at border crossings such as PIK (Primary Inspection Kiosk), Nexus, ABC (Automated Border Clearance), EDL (Electronic Driver's License), Mobile IPIL;
    - Providing designated users with a single consolidated view of all previous traveller passages captured within the Integrated Customs System;
    - Developing and maintaining a variety of distributed applications that support both border services operations;
    - Developing and maintaining a variety of mobile applications to enhance the experience and expedite traveller's processing at port of entries;
    - Developing and maintaining enterprise components that support service Oriented architecture; and
    - Supporting the direction of the Government of Canada to adopt the use of emerging technologies (such as Cloud, Mobile computing, Enterprise Building Blocks Solutions).
  - The Enterprise and Emerging Technologies Division is responsible for the introduction, management and coordination of enterprise and emerging technologies (such as cloud, mobile, artificial intelligence and biometrics). The division is also responsible to managing Centres of Excellence and Competency Centres in support of these technologies to ensure that they are systematically and methodically. Further, the division is responsible for outreach and development of partnerships internationally (B5), nationally (across Canada) and internally to other government departments and agencies to further the Agencies. Key divisional activities include:
    - Providing the planning, analysis, design, development, and implementation of enterprise and emerging technologies;
    - Mobile Centre of Excellence;
    - Cloud Competency Centre;
    - Artificial Intelligence and Biometrics; and
    - Partnership and Outreach (internationally, nationally and internally).

The key to successful project implementation is adherence to effective delivery principles and active communication. Working with various partners, such as Shared Services Canada (SSC), CBSA ensures all required IM/IT initiatives are strategically aligned with operational requirements and are delivered on time, on budget and in accordance with project objectives. CBSA is seeking IM/IT professional services on an as and when required basis to provide critical key support for these initiatives.

#### 4.0 Scope of the Work

The Contractor must provide IM/IT professional services in support of various CBSA projects within the BASD and in accordance with best practices. Projects may be in any of the following stages: inception, identification, in the midst of work, or delivery.

The work to be performed will be on an “as and when requested” basis as initiated through the issuance of Task Authorizations. Task Authorizations may be issued for any of the following resource categories:

**Note to Bidders:** Any resulting contract would only list the applicable Workstream(s) below that is(are) awarded to the successful bidder(s) in accordance with the evaluation methodology set out in this bid solicitation.

#### 4.1 Workstream 1:

RESOURCE CATEGORY	LEVEL OF EXPERTISE
A.8 – System Analyst	Level 3
B.14 Technical Writer	Level 3
B.14 Technical Writer	Level 2
I.11 – Technology Architect	Level 3
P.5 – Project Executive	Level 3
A.1 – Application/Software Architect	Level 3
A.6 – Programmer/Software Developer	Level 3
A.6 – Programmer/Software Developer	Level 2
I.7 – Platform Analyst	Level 3
B.6 – Business System Analyst	Level 3
B.6 – Business System Analyst	Level 2
A.13. Web Designer	Level 2
B.1 – Business Analyst	Level 3

## 4.2 Workstream 2:

RESOURCE CATEGORY	LEVEL OF EXPERTISE
C.1 Strategic Information Technology Security Planning and Protection Consultant	Level 3

## 5.0 Tasks

The following resource categories will be responsible for, but not be limited to, doing the following:

**Note to Bidders:** Any resulting contract would only list the applicable Workstream(s) below that is(are) awarded to the successful bidder(s) in accordance with the evaluation methodology set out in this bid solicitation.

## 5.1 Workstream 1:

### **A.8 – System Analyst – Level 3**

- Develop requirements, feasibility, cost, design and specification documents for systems;
- Implement systems to support projects, departments, organizations or stakeholders;
- Translate business requirements into systems design and specifications;
- Analyse and recommend alternatives and options for solutions; and
- Develop technical specifications for system development, design and implementation.

### **B.14 – Technical Writer – Levels 2 and 3**

- Document help text, user manuals, technical documentation, web page content, etc.;
- Review documentation standards and the existing project documentation;
- Determine documentation requirements and makes plans for meeting them;
- Gather information concerning the features and functions provided by the developers;
- Assess the audience for the documents/manuals which are required and prepare a statement of purpose and scope for each;
- Develop a table of content for each document/manual and write or edit the required content;
- Investigate the accuracy of the information collected by making direct use of the material being documented;
- Prepare or coordinate the preparation of any required illustrations and diagrams;
- Design the layout of the documents and manuals; and
- Use word processing, desk top publishing and graphics software packages to produce final camera-ready copy.

**Note:** although a common list of tasks is presented for level 2 and level 3 resources, tasks defined in the task authorization may warrant a higher level resource as the work may be deemed more complex and involve more accountability and reporting directly to management.

### **I.11 – Technology Architect – Level 3**

- 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 policies and requirements that drive out a particular solution;
- Analyze and evaluate alternative technology solutions to meet business problems;
- Ensures the integration of all aspects of technology solutions;
- Monitor industry trends to ensure that solutions fit with government and industry directions for technology;
- Provide information, direction and support for emerging technologies;
- Perform impact analysis or technology changes;
- Provide support to applications and/or technical support teams in the proper application of existing infrastructure; and
- Review application and program design or technical infrastructure design to ensure adherence to standards and to recommend performance improvements.

### **P.5 – Project Executive - Level 3**

- Manage several Project Managers, each responsible for an element of the project and its associated project team;
- Define and document project objectives, determine budget requirements;
- Meet with other organizational executives to ensure all organizational (internal and external) stakeholders are committed and moving forward on project and organizational goals;
- Resolve issues related to the project;
- Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems; work with a variety of project management tools; and
- Project sign-off.

### **A.1 – Application/Software Architect – Level 3**

- 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 policies and requirements that drive out a particular solution;
- Analyze and evaluate alternative technology solutions to meet business problems;
- 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; and
- Identify and document system specific standards relating to programming, documentation and testing, covering program libraries, data dictionaries, naming conventions, etc.

### **A.6 – Programmer/Software Developer – Levels 2 and 3**

- Develop and prepare diagrammatic plans for solution of business, scientific and technical problems by means of computer systems of significant size and complexity;
- Analyze the problems outlined by the systems analysts/designers in terms of such factors as style and extent of information to be transferred to and from storage units, variety of items to be processed, extent of sorting, and format of final printed results;
- Select and incorporate available software programs;
- Design detailed programs, flow charts, and diagrams indicating mathematical computation and sequence of machine operations necessary to copy and process data and print the results;
- Translate detailed flow charts into coded machine instructions and confer with technical personnel in planning programs;
- Verify accuracy and completeness of programs by preparing sample data, and testing them by means of system acceptance test runs made by operating personnel;
- Correct program errors by revising instructions or altering the sequence of operations; and
- Test instructions, and assemble specifications, flow charts, diagrams, layouts, programming and operating instructions to document applications for later modification or reference.

**Note:** although a common list of tasks is presented for level 2 and level 3 resources, tasks defined in the task authorization may warrant a higher level resource as the work may be deemed more complex and involve more accountability and reporting directly to management.

### **I.7 – Platform Analyst – Level 3**

- Develop and document detailed statement of requirements for the proposed platform;
- Analyze functional requirements to identify information, procedures and decision flows;
- Evaluate existing procedures and methods, identify and documents database content, structure, and application sub-systems, and develop data dictionary;
- Define and document interfaces of manual to automated operations within 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 for system proposals;
- Design and document in detail all system components, interfaces and operational environment;
- Design data structures and files, sub-systems and modules, programs, batch, on line, and production monitoring procedures, testing strategy and systems;
- Document system design, concepts and facilities, present and obtain approval of detailed system designs; and
- Produce operational systems including all forms, manuals, programs, data files and procedures.

### **B.6 – Business Systems Analyst – Levels 2 and 3**

- Develop and document a detailed statement of requirements for the proposed alternative recommended in the preliminary analysis report;
- Perform business analyses of functional requirements to identify information, procedures, and decision flows;
- Evaluate existing procedures and methods, identify and document items such as database content, structure, application subsystems, and develop data dictionary;
- Define and document interfaces of manual to automated operations within application subsystems, to external systems, and between new and existing systems;
- Identify candidate business processes for re-design, prototype potential solutions, provide trade-off information and suggest a recommended course of action. Identify the modifications to the automated processes; and
- Support and use the selected departmental methodologies.

**Note:** although a common list of tasks is presented for level 2 and level 3 resources, tasks defined in the task authorization may warrant a higher level resource as the work may be deemed more complex and involve more accountability and reporting directly to management.

### **B.1 – Business Analyst – Level 3**

- Develop and document statements of requirements for considered alternatives;
- Perform business analyses of functional requirements to identify information, procedures, and decision flows;
- Evaluate existing procedures and methods, identify and document items such as database content, structure, application subsystems;
- Define and document interfaces of manual to automated operations within application subsystems, to external systems, and between new and existing systems;
- Establish acceptance test criteria with client; and
- Support and use the selected departmental methodologies.

### **A.13 – Web Designer – Level 3 2**

- Define architecture to be used in the web-based projects;
- Create and apply designs that maximize usability of existing objects;
- Perform architectural modeling to ensure consistency of the design with existing work;
- Select the development language to be used for the project;
- Assess the impact of the new requirements on existing web applications;
- Develop code based upon design and requirements documents;
- Write code to write to and read from the database;
- Unit test the code prior to releasing it for integration testing;
- Monitor the need for design changes as the project progresses;
- Develop test plans for testing the system;
- Ensure functionalities have been implemented according to specifications;
- Define assumptions and constraints of architecture with regard to physical structure and data collection; and
- Develop post-implementation plan for monitoring/tracking design stability.

In addition, all resource categories listed above will be responsible for, but not be limited to, doing the following:

- Planning and coordinating IM/IT project management activities including planning/coordination/guidance and process aspects;
- Working with a variety of stakeholders, provide expert IM/IT best practice advice/solutions for BASD projects;
- Provision of IM/IT documentation such as Statement of Requirements (SOR), project plans, feasibility reports, schedules, project management plans, risk management plans and lessons learned;
- Formulating and managing the IM/IT project plans by defining deliverables, identifying and providing resources, identifying key milestones, reviewing project progress against milestones, and engaging ongoing risk management;
- Developing and maintaining systems for the management and control of IM/IT requirements on projects in a manner compatible with client standards and guidelines. This includes communications and consultations with various stakeholders in the process;
- Support of the Project Authority to oversee IM/IT initiatives within BASD and on various IM/IT initiatives;
- Support of the Project Authority to oversee the change management process for IM/IT requirements;
- Provide monthly project progress reports;
- Conducting stakeholder meetings; and
- Working with project teams and other stakeholders, manage the IM/IT requirements on projects.

## **5.2 Workstream 2:**

### **C.1 – Strategic Information Technology Security Planning and Protection Consultant – Level 3**

- Review, analyze, and/or apply the Information Technology (IT) Security Policies, Procedures and Guidelines of International government, Federal, Provincial or Territorial government;
- Review, analyze, and apply the best practices, national or international computer law and ethics, IT Security architecture, and IT Security Risk Management Methodology;
- Develop vision papers delineating the way ahead to ensure that IT Security and cyber protection are business enablers;
- Conduct business function analysis and business impact assessments;
- Brief senior managers;
- Provide strategic assessments on technology trends and emerging technologies;
- Provide IT Security strategic planning and advice;
- Conduct feasibility studies, technology assessments and cost-benefit analyses, and propose system implementation plans for IT Security;
- Develop advanced R&D policy/strategy;
- Collect, collate and prioritize client IT Security and Information Infrastructure Protection requirements;
- Evaluate and assist in the selection of enterprise-wide technology tools;
- Review and prioritize IT Security and Information Infrastructure Protection programs;

- Develop strategic IT Security architecture vision, strategies and designs using the [Business Transformation Enablement Program](#) (BTEP) methodology and the Government Strategic Reference Model (GSRM);
- Develop IT Security programs and service designs using the following GSRM models: Program Logic Model, Program and Service Alignment Model, Service Integration and Accountability Model, State Transition Model, Information Model and Performance Model; and
- Develop and deliver training material relevant to the resource category.

## 6.0 Deliverables

The Contractor must be able to provide the following Deliverables based on the Task Authorization issued, which can include, but is not limited to:

- Written and verbal advice;
- Issues papers/Briefing Notes;
- Presentation decks and materials;
- Meeting facilitation and reports (e.g. Monthly Progress Reports);
- Management Action Plans;
- Work plans for specific initiatives;
- Business Cases;
- Business Planning, including risk planning and risk analysis, Risk Management Plans, and Statement of Requirements;
- Tracking against plans – including level of effort and resource estimation as part of IM/IT business planning;
- Trend Analyses;
- Fit/Gap Analyses;
- Guides, manuals, reports to be disseminated to various stakeholders as required;
- Meeting agendas, schedules and minutes;
- Synthesis report of facilitated meetings;
- Activity reports;
- Project Management Plans and project documentation such as Project Schedules, Lessons Learned, Progress Reports, Deficiency Reports, Project Forecasts, Road Maps; and Post Project Review Reports; and
- Conversation notes, design documentation, change management documentation, site inspection reports and other Work requested under the Task Authorization.

The level of support versus management services provided by the Contractor's resources for items listed above will vary depending on the needs of the project.

Deliverables to be submitted in hard and soft copies in the appropriate software formats (e.g. MS Project or MS Office Suite applications as identified by the Project Authority). All electronic deliverables must comply with departmental software standards, currently MS Office Suite latest version. Where required, BASD will provide the Contractor with the required forms and templates to meet these standards.

There may be a requirement for the Contractor's resources to access information available exclusively at Canada's facilities in the NCA. All documents developed and/or updated by each of the Contractor's resources must be provided to the Project Authority for review, approval and



signature (as required). All Work under this Contract must be accessible to the Project Authority at all times.

## **7.0 TECHNICAL ENVIRONMENT**

The technical environment at BASD includes several technologies including, but not limited to:

- IBM DB2 on UNIX
- IBM PureData
- IBM Infosphere Suite
- IBM InfoSphere Change Data Capture
- IBM Infosphere Data Architect
- IBM SPSS
- IBM SPSS Modeler Server
- IBM Cognos Framework Manager
- IBM Cognos Business Intelligence Transformer
- IBM Cognos Administration
- IBM Cognos PowerPlay Studio
- IBM Cognos Software Development Kit
- SQL
- Sybase
- XML
- R
- Python
- ArcGIS
- MS Office
- Oracle JAVA
- SAP
- New and emerging technologies and software
- Any other IM/IT software application utilized within CBSA

## **8.0 Client Support**

The Client will provide all documentation and information necessary for the Work.

CBSA will provide the resources with a workstation, computer and telephones, email address (where applicable and available) and all necessary materials to perform their functions. Some resources may be required to work off-site, which may require the use of a CBSA laptop or other computer.

CBSA will provide, subject to normal security requirements, and only to the specified resource personnel, access to identified databases or applications resident on CBSA computers or networks for the sole purpose of executing tasks associated with this Contract. CBSA, at its sole discretion, will identify the nature and characteristics of such access.

## **9.0 Work Location**

The Contractor's resources will be required to work onsite at CBSA site offices in the NCA.

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## **10.0 Travel**

No travel related expenses or living expenses will be provided for travel to or from CBSA offices or sites within the NCA.