



Position: Senior Project Leader / Executive
Reference #: 2023
Department: DND
Security Clearance: Secret
Location: National Capital Region
Pay rate is negotiable
Contract Length: 1 year + Three 1 year options
Language: English

Statement Of Work

1.0 GENERAL

- 1.1 Purpose. The Operational Training Infrastructure Enterprise Modernization (OTIEM) Project within the Department of National Defence (DND) is seeking Senior Project Leader/Executive consulting services. One (1) Project Leader/Executive Consultant (Level 3) is required to support the Royal Canadian Air Force (RCAF) and assist government executives in defining the scope, the deliverables and the implementation conditions that apply to the OTIEM Project. The aim of the project is the modernization of the Operational Test and Training Environment (OTTE) of the RCAF in support of the Future Fighter Capability Project (FFCP) and other Canadian Armed Forces (CAF) combat capabilities.
- 1.2 Background. As Canada's only continually active tactical overland air weapons range, the Cold Lake Air Weapons Range (CLAWR) has emerged as a core strategic asset for DND and the CAF. Modernization of the facilities and environment of the CLAWR is one of the principal objectives of the OTIEM capital project. The DND's OTIEM project office has been stood up within the Fighter Capability Office (FCO) in relation to the need for modernization and upgrade of specific Operational Training Infrastructure (OTI) in advance of the arrival of the Future Fighter Capability (FFC). The modernization and sustainment of the now-obsolete, legacy Operational Training Infrastructure Enterprise (OTIE) will allow the CAF to prepare to employ advanced aerospace capabilities needed to maintain an operational advantage over potential adversaries. The CLAWR Modernization Strategy will enable the RCAF to generate agile, integrated and capable airpower.

The OTIEM project directly supports initiatives aimed at recapitalization and extension of life capabilities in advance of the arrival of various next-generation platforms, including the FFC and the Remotely Piloted Aircraft System. It is also interconnected with the procurement of advanced command, control, and communications, and aircrew-training systems. OTIEM

indirectly supports the Canadian Army's ground-based-air-defence systems, the RCAF's Tactical Command Control Communications project, next generation multi-mission aircraft, fighter aircraft armament, and air navigation, management and control systems and the modernization of the *North American Aerospace Defense Command (NORAD)*. It also indirectly supports the Special Operations Forces' airborne Intelligence Surveillance and Reconnaissance platforms.

1.3 Abbreviations and Acronyms

ACMI	Air Combat Maneuvering Instrumentation;
C4	Command, Control, Communications and Computers;
CAF	Canadian Armed Forces;
CLAWR	Cold Lake Air Weapons Range
DND	Department of National Defence;
FCO	Fighter Capability Office;
FFC	Future Fighter Capability;
FFCP	Future Fighter Capability Project;
LSB	Live Synthetic Blended;
LVC	Live Virtual Constructive;
NATO	North American Treaty Organization
NORAD	North American Aerospace Defense Command;
OTTE	Operational Test and Training Environment;
OTI	Operational Training Infrastructure;
OTIE	Operational Training Infrastructure Enterprise;
OTIEM	Operational Training Infrastructure Enterprise Modernization;
PAD	Project Approval Directive;
RCAF	Royal Canadian Air Force;
SME	Subject Matter Expert;
SOW	Statement of Work;
STEW	Surface Threat Electronic Warfare; and
TA	Technical Authority.

1.4 Applicable Documents:

In carrying out the work described in this statement of work (SOW), the Project Leader/Executive must use relevant DND procedures and information as defined in such documents as:

- a. Procurement Administration Manual (PAM);
- b. Project Approval Directive (PAD);
- c. Defence Procurement Strategy (DPS);
- d. 1 Canadian Air Division Fighter Pilot Training Directive;
- e. Capability Based Planning (CBP) Final Report;
- f. Force Capability Plan (FCP) and Joint Capability Framework (JCF);
- g. Capability Investment Database (CID); and
- h. National Defence Security Orders and Directives (NDSOD).

2.0 SCOPE OF WORK

The Project Leader/Executive consultant must research technological solutions (Military Off The Shelf / Commercial Off The Shelf and novel solutions) to defence capability deficiencies with respect to the Fighter Force OTI, design and execute decision making processes, prepare documents in accordance with the Project Approval Directive (PAD) and actively participate as an advisory member of the project team. Specific areas of contracted project activity will focus on the topics of fighter aircrew training, training support, the North Atlantic Treaty Organization (NATO), NORAD, and Partner Nation interoperability, secure data, communications, and infrastructure, life cycle management, threat systems, and Live Synthetic Blended (LSB) or Live Virtual Constructive (LVC) training .

3.0 GENERAL TASKS

As requested by the TA, the Project/Leader Executive consultant must support the OTIEM Project Director in performing liaison, coordination and monitoring activities and provide input to the DND Matrix, inter-departmental and civilian / industry contractors and the Defence Procurement Secretariat regarding the following:

- 3.1 Project Objectives. Define project objectives within the PAD documentation and ensure objectives are maintained during all phases of the project management process;
- 3.2 Project Schedule. Define the project schedule within PAD documentation and coordinate with Combined OTIEM project staff and key stakeholders (such as Director of Air and Space Programmes, Director Air and Space Support, Director Air Requirements, Director Air Domain Development, Director Defence Planning & Coordination, Director Cost Services, and Director Capability and Structure Integration) to ensure the project schedule is met. The Project Leader/Executive consultant must update the project schedule on a monthly basis or when requested by the TA;
- 3.3 Budget. Coordinate within the Combined OTIEM project staff, Chief of Programmes / Director Defence Planning & Coordination and Director Cost

Services staff to ensure budget information is contained within the PAD documentation and updated regularly;

- 3.4 Responsibility (DND) Matrix. Define within PAD documentation the breakdown of the areas of responsibility during each phase of the project management process. The Project Leader/Executive consultant must also update the responsibility matrix on a monthly basis;
- 3.5 Work Breakdown Structure. Define within PAD documentation the work breakdown structure for each phase of the project management process and provide monthly updates if there are changes;
- 3.6 Subject Matter Expert Support. Provide experience-based technical project management expertise and advice in verbal and written forms and via meeting input to all stakeholders as detailed in preceding item 3.2;
- 3.7 Testing and Evaluation. During any testing and evaluation phase, provide all stakeholders with verbal and written assessment of the equipment or function being assessed;
- 3.8 Documentation. Prepare, review, and amend PAD project documentation; and
- 3.9 Liaison Activities. As requested by the Technical Authority (TA), Project Leader/Executive consultant will conduct and coordinate activities on behalf of the OTIEM Project Director and Director General Fighter Capability with key stakeholders, such as:
 - a. The Defence Procurement Secretariat within Public Services and Procurement Canada in accordance with the Defence Procurement Strategy;
 - b. The Independent Review Panel for Defence Acquisition for Statement of Operational Requirements considerations in accordance with the Defence Procurement Strategy;
 - c. Ministry of National Defence, Interdepartmental Assistant Deputy Minister and Director General-Level, Chief of the Defence Staff, Vice Chief of the Defence Staff, Commander RCAF, Deputy Commander RCAF as well as Chief Fighter Capability for Statement of Operational Requirements considerations;
 - d. The Deputy Ministers Governance Committee for information or requirements advice pertaining to the operational requirements of the project; and
 - e. Any other stakeholder as requested by the TA.

4.0 SPECIFIC SERVICES REQUIRED

As requested by the TA, the Project Leader/Executive consultant must provide the following services:

- 4.1 Participate as a member of the OTIEM Project and support government executives of the Project Director OTIEM or Fighter Capability Office or Director Air Requirements or Director General Air and Space Force Development or Director General Major Project Delivery (Air and Land) at applicable meetings and conferences. As requested by the TA, the Project Leader/Executive consultant must attend the following meetings:
 - a. Fighter Operational Implementation Working Group and Sub-Working Groups as directed by

the TA;

- b. Applicable Command, Control, Communications and Computers (C4), Surface Threat Electronic Warfare, Air Combat Maneuvering Instrumentation (ACMI), Target manufacturing meetings;
- c. Training meetings;
- d. Interoperability meetings;
- e. Project coordination meetings;
- f. Meetings with the Defence Procurement Secretariat;
- g. Meetings with other government departments; and
- h. Additional project related meetings as requested by the TA.

4.2 As the Project Leader/Executive consultant for various aspects of the OTIEM, the Project Leader/Executive consultant must participate as an advisory member of the project team for the Pre-Identification, Identification, Options Analysis, Definition and Implementation phases of the project, as appropriate. Tasks include but are not limited to the following:

- a. Perform liaison/coordination/monitoring/control of the various sub-projects and work closely with the Project Director / Management staffs during the different project phases;
- a. Act as a project management subject matter expert;
- b. Coordinate with and monitor FFCP facilities and infrastructure requirements;
- c. Coordinate with and monitor FFCP LSB requirements;
- d. Coordinate with and monitor the RCAF Aerospace Warfare Centre RCAF Modelling and Simulation Environment / Operational Test and Training Infrastructure progress;
- e. Coordinate with and monitor Ground Based Air Defence progress;
- f. Coordinate with and monitor Joint Fires Modernization progress; and
- g. Manage other sub areas directed by the TA as required due to manpower shortages.

4.3 Project Leader/Executive consultant will draft briefing notes, briefings, presentations and minutes.

4.4 Project Leader/Executive consultant must input, update and monitor the Capability Investment Database, Defence Resource Management Information System, Capital Investment Program Plan Review, and Defence Services Program Portal of the OTIEM Project.

4.5 The Project Leader/Executive must provide DND Senior Management (Level 1), through the chain of command, with sufficient information to allow them to choose confidently among various options during the options analysis phase and subsequently during implementation in terms of the decision criteria of need, system performance, and cost.

5.0 DELIVERABLES

5.1 Deliverables must be in the form of services provided to the TA in accordance with this SOW and of the products generated thereof.

5.2 Following an initial meeting to explain the elements that will be taken into consideration into the schedule, the Project Leader/Executive consultant must prepare and submit to the TA, no

later than two weeks after Contract award, a detailed schedule of all activities, for review and approval. The schedule must be in a format acceptable to the TA and must provide, as a minimum, a detailed breakdown of all proposed activities associated with the Contract.

- 5.3 Monthly Progress Reports: The Project Leader/Executive consultant must prepare monthly progress reports of the work performed in a format acceptable to the TA, in the manner in which the TA wishes to receive them. As a minimum, each monthly progress report must document the following information:
- a. All significant activities performed during the month;
 - b. Status of all action/decision items as well as a list of outstanding activities;
 - c. A description of any problems encountered which are likely to require attention by the TA;
 - d. Any recommendations relating to the conduct of the work;
 - e. Total number of days charged during the month;
 - f. Cumulative number of days charged during the month; and
 - g. Travel costs
 - h. Monthly reports are not required for any month in which services were not provided.

- 5.4 The following are deliverables resulting from services provided. The Project Leader/Executive consultant must support government executives in the preparation of, amendment to, and/or submit various deliverables resulting from services provided as listed below:

- a. Project Business Case;
- b. Strategic Context Document;
- c. Project Charter;
- d. Project Brief – Project Approval Implementation;
- e. Capability Investment Database data entry;
- f. Defence Services Program Portal data entry;
- g. Project Complexity and Risk Assessment;
- h. Project Senior Review Board Checklist;
- i. Senior Review Board briefings, presentations and minutes;
- j. Program Management Board briefings and presentations;
- k. Independent Review Panel for Defence Acquisition briefings and presentations;
- l. Defence Capability Board briefings and presentations;
- m. Interdepartmental briefings and presentations;
- n. Treasury Board Project Brief – Implementation;
- o. Treasury Board Submission – Implementation;
- p. Memoranda to Cabinet;
- q. Briefing Notes, Ministerial Inquiries and Access To Information responses;
- r. Additional Project presentations;

- s. Trip Reports; and
- t. Additional project related documentation as required.

5.5 Unless otherwise specified by the TA, one (1) hard copy and one (1) soft copy these deliverables must be provided to the TA.

6.0 MEETINGS

6.1 The Project Leader/Executive consultant must make all necessary preparations in order to actively participate in any meeting convened by the TA.

6.2 Deliverables pertaining to meetings may include:

- a. Preparing Power Point briefings;
- b. Preparing briefing notes, studies;
- c. Reviewing appropriate documentation and lead (if required) pre-meetings with project management staff;
- d. During the meetings, the Project Leader/Executive consultant must be an active advisory member while maintaining DND policy/direction and RCAF Fighter Capability Office requirements and the recording of minutes or taking notes at each of the events; and
- e. Post-meeting, the Project Leader/Executive consultant must provide the TA with a trip/meeting report and follow-up and/or action tasks in a timely fashion.

6.3 At a minimum, the Project Leader/Executive consultant must meet with the TA once a week to discuss work priorities.

6.4 All meetings will be conducted at facilities to be provided by DND or any third party, unless otherwise requested by the TA (e.g. via MS Teams).

6.5 If required by the TA, the Project Leader/Executive consultant must prepare minutes of all discussions and/or record of decisions of the meeting(s) and must provide them to the TA, for review and approval, no later than five (5) working days after each meeting.

6.6 Project Leader/Executive consultant may also be required to prepare post-meeting Power Point briefings, briefing notes and studies.

6.7 The Project Leader/Executive consultant must maintain a history of all meetings as well as all incremental changes to action items and submit it to the TA when requested.

7.0 LIMITATIONS AND CONSTRAINTS

7.1 The Project Leader/Executive must maintain an electronic library of work in progress, delivered items and review comments, and must perform version control.

7.2 The Project Leader/Executive must assume responsibility for the total scope of the contracted work, including but not limited to, planning, scheduling, providing subject matter expertise and advice as well as providing required deliverables to ensure the overall progress of the project.

- 7.3 The Contractor must ensure that their personnel do not use Government of Canada or DND designations, logos or insignia on any business cards, cubicle/office signs or written/electronic correspondence that in any manner lead others to perceive a Contractor as being an employee of Canada.
- 7.4 All drawings, software codes, reports, data, documents, or materials, provided to the Project Leader/Executive by Canada or produced by the Project Leader/Executive consultant in providing services under the Contract, remains the property of Canada and must be used solely in support of this requirement. The Project Leader/Executive consultant must safeguard the preceding information and materials from unauthorized use and must not release them to any third party, person or agency external to DND without the express written permission of the TA. Such information and material must be returned to the TA upon completion of the work or when requested by the TA.
- 7.5 The TA must be able to contact the Project Leader/Executive during the agreed-upon core business hours and the Project Leader/Executive must return any call from the TA by the close of business the following business day.

8.0 DND SUPPORT TO CONTRACTOR

- 8.1 All services must be provided either on-site in the FCO facility at 101 Colonel By Drive or at other DND facilities in the National Capital Region or at an alternative location which has been approved by either the TA or their designated representative. DND will provide sufficient office space, general purpose office furniture and electronic data processing equipment / services (central processing unit, keyboard, monitor, access to printers, telephone, cellular phone capability and access to the divisional Local Area Network / Defence Wide Area Network / Records, Documents and Information Management System, subject to normal security requirements).
- 8.2 DND will provide the Project Leader/Executive consultant, subject to normal security requirements, access to identified databases or applications resident on DND computers or DND networks for the sole purpose of executing the services associated with this Contract. DND, at its sole discretion, will identify the nature and characteristics of such access.
- 8.3 All of the above provisions must, in all cases, be subject to the availability of suitable DND office facilities in the National Capital Region or other Canadian Forces Base location.
- 8.4 To aid the Project Leader/Executive in the provision of the required services, the following information, materials, and assistance will be provided if available and deemed appropriate by the TA:
- a. All available data and documents such as policy documents, directives, instructions, performance data, technical documents, capital project data, and other data deemed necessary by the TA for the provision of services under this SOW;
 - b. Consultation with the TA and other Crown specialists as may be arranged by the TA; and
 - c. Other information, data and assistance available and requested by the Contractor subject to concurrence by the TA.

9.0 TRAVEL AND LIVING

- 9.1 The Project Leader/Executive consultant is required to travel outside Canada to attend progress review meetings and trade demonstrations in support of the project on a regular basis such as outlined in para 4.1 of this SOW. This list is not all inclusive. Additional travel may be required.
- 9.2 The requirement for any travel and trip reports (content and format) will be identified by the TA. All travel will require prior approval of the TA or the authorized representative.
- 9.3 If required by the TA, the Project Leader/Executive consultant must prepare a trip report and provide it to the TA, for review and approval, no later than five (5) working days after return from the trip.
- 9.4 The Project Leader/Executive consultant must have a valid passport for international travel.

10.0 LANGUAGE REQUIREMENTS

The resources 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.

Mandatory Criteria

3.0 Project Management Services Stream			
Mandatory Technical (MT) Criteria for Senior (Level 3) Project Leader/Executive Consultant			
MT #	Mandatory Technical Criteria	Bidder Substantiation	Reference to additional Substantiating Materials and Proof of certification included in Bid
MT1	<p>Levels of Expertise</p> <p>Senior: Minimum 100 pts</p> <p>Relevant Education to the Consultant Category</p> <p>University (PhD, Graduate, Undergraduate, degree): 35 pts College or CEGEP Diploma/Certificate: 25 pts</p> <p>Professional Certification</p> <p>Relevant Professional Certification: 15 pts</p> <p>Relevant Experience in Consultant Category</p> <p>≥1 yr and <2 yrs: 12-23 months — 10 pts ≥2 yrs and <4 yrs: 24-47 months — 20 pts ≥4 yrs and <6 yrs: 48-71 months — 30 pts ≥6 yrs and <8 yrs: 72-95 months — 35 pts ≥8 yrs and <10 yrs: 96-119 months — 55 pts ≥10 yrs: 120 + months — 65 pts</p>		<p>Educational qualifications and professional certifications/designations must be supported by copies of appropriate documentation (degree, diploma or other verifiable proof). Failure to provide proof of certification/accreditation will result in a bid being declared non-responsive</p>
MT2	<p>The Bidder’s proposed resource must have at least twenty-four (24) months of experience in the last sixty (60) months providing strategic advice to Senior Government of Canada officials related to one of the following:</p> <ul style="list-style-type: none"> fighter-aircraft-oriented operations 		<p>This must be demonstrated by providing complete details of the experience, including:</p> <ul style="list-style-type: none"> - Name and description of client organization; - Scope, timeframe (from-to dates month/year); and

3.0 Project Management Services Stream

Mandatory Technical (MT) Criteria for Senior (Level 3) Project Leader/Executive Consultant

	<ul style="list-style-type: none"> fighter air training fighter-aircraft-oriented infrastructure project directorship and/or management 		<ul style="list-style-type: none"> Description of the roles and responsibilities for each project.
MT3	<p>The Bidder's proposed resource must have at least twenty-four (24) months of experience in the last sixty (60) months providing strategic advice related to fighter aircraft force development to Senior Government of Canada officials in relation to decision criteria of need, procurement strategies, and cost.</p>		<p>This must be demonstrated by providing complete details of the experience, including:</p> <ul style="list-style-type: none"> Name and description of client organization; Scope, timeframe (from-to dates month/year); and Description of the roles and responsibilities for each project.
MT4	<p>The Bidder's proposed resource must have at least twenty-four (24) months of director-level experience, for example as a Project Director (PD), Project Manager (PM), or direct oversight of PD/PM or similar activities, in the last sixty (60) months from date of bid closing, in one of the following fields:</p> <ul style="list-style-type: none"> fighter aircraft operations fighter radio and communication systems fighter-operations-oriented training infrastructure support. 		<p>This must be demonstrated by providing complete details of the experience, including:</p> <ul style="list-style-type: none"> Name and description of client organization; Scope, timeframe (from-to dates month/year); and Description of the roles and responsibilities
MT5	<p>The Bidder's proposed resource must have experience in preparing at least 10 of the following 20 project document types for submission and approval. These documents must have been developed in the context of a Capital Asset Acquisition *Project for the Government of Canada.</p> <ol style="list-style-type: none"> Project Business Case Analysis; Strategic Context Document; Project Brief (Identification) (PB(ID)); Project Charter; Statement of Operational Requirements (SOR); 		<p>This must be demonstrated by providing for each document type listed, complete details concerning the organization and project including:</p> <ul style="list-style-type: none"> Name and description of client organization; Scope, timeframe (from-to dates month/year); and Description of the project.

3.0 Project Management Services Stream

Mandatory Technical (MT) Criteria for Senior (Level 3) Project Leader/Executive Consultant

	<ol style="list-style-type: none"> 6. Statement of Operating Intent (SOI); 7. Project Approval – Definition (PA(Def)); 8. Project Complexity and Risk Assessment (PCRA); 9. Project Senior Review Board (SRB) Checklist; 10. Senior Review Board (SRB) briefings, presentations & minutes; 11. Program Management Board (PMB) briefings and presentations; 12. Independent Review Panel for Defence Acquisition (IRPDA); 13. Defence Capability Board (DCB) briefings and presentations; 14. Treasury Board Project Briefs; 15. Treasury Board Submissions; 16. Memoranda to Cabinet (MC); 17. Briefing Notes, Ministerial Inquiries and Access To Information responses; 18. Project presentations; 19. Trip Reports; and/or 20. Capital Investment Program Plan Review updates. <p>*For purpose of the present solicitation, a Capital Asset Acquisition Project is defined as a long-term, high-value (greater than 25 million) investment project with a purpose to build upon, add to, or improve a capital asset.</p>		
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Point Rated Criteria

Point-Rated Technical (PRT) Criteria for Senior (Level 3) Project Leader/Executive Consultants			
PRT #	Point-Rated Technical Criterion	Maximum Points	Point Scale

Point-Rated Technical (PRT) Criteria for Senior (Level 3) Project Leader/Executive Consultants

<p>PRT1</p>	<p>Further to MT5, the Bidder's proposed resource should have experience in preparing and submitting for approval more than the minimum number of 10 from the 20 project documents listed in MT5. These documents must have been developed in the context of a Capital Asset Acquisition Project* for the Government of Canada.</p> <p>*For purpose of the present solicitation, a Capital Asset Acquisition Project is defined as a long-term, high-value (greater than 25 million) investment project with a purpose to build upon, add to, or improve a capital asset.</p>	<p>50</p>	<p>0 to 10 documents = 0 pts 11 documents = 5 pts 12 documents = 10 pts 13 documents = 15 pts 14 documents = 20 pts 15 documents = 25 pts 16 documents = 30 pts 17 documents = 35 pts 18 documents = 40 pts 19 documents = 45 pts 20 documents = 50 pts</p> <p>This must be demonstrated by providing for each document type listed, complete details concerning the organization and project including:</p> <ul style="list-style-type: none"> - Name and description of client organization; - Scope, timeframe (from-to dates month/year); and - Description of the project.
<p>PRT2</p>	<p>The Bidder's proposed resource should have more than twenty-four (24) months of Project Director (PD), Project Management (PM) experience, or direct oversight of PD or PM activities in the last seventy two (72) months from date of bid closing, in the field of fighter-aircraft operations.</p>	<p>70</p>	<p>Less than or equal to 24 months = 0 pts >24 months and < 36 months — 20 pts ≥36 months and < 48 months — 30 pts ≥48 months and < 60 months — 50 pts ≥60 and < 72 months — 70 pts</p>
<p>PRT3</p>	<p>The Bidder's proposed resource should have experience working with or in at least three (3) of the following eight (8) areas:</p> <ol style="list-style-type: none"> 1. Modern air warfare weapons range management 2. Surface Threat Electronic Warfare capabilities 3. Target requirements for 5th Gen fighter aircraft 4. Command, Control, Communication, Computers (C4) 5. Air Combat Maneuvering Instrumentation 	<p>30</p>	<p>0 to 2 areas = 0 pts 3 areas = 5 pts 4 areas = 10 pts 5 areas = 15 pts 6 areas = 20 pts 7 areas = 25 pts 8 areas = 30 pts</p> <p>This must be demonstrated by providing for each area listed, complete details concerning the organization and project including:</p> <p>Name and description of client organization;</p>

Point-Rated Technical (PRT) Criteria for Senior (Level 3) Project Leader/Executive Consultants

	<ul style="list-style-type: none"> 6. Live-Synthetic Blended or Live Virtual Constructive training 7. Weapon Scoring Systems (bombs / bullets / laser accuracy) 8. Secure Facilities and secure data management 		Scope, timeframe (from-to dates month/year); and Description of the project.
Total number of points available	150		
Minimum required points	40		