



Position: Senior Business Analyst
Reference #: 8436
Department: DND
Security Clearance: Secret
Location: Ottawa
Pay rate is negotiable
Contract Length: 1 year + Three 1 year
Language: English

Statement Of Work

1.1 Purpose

The purpose of this Statement of Work (SOW) is to define the scope and the deliverables that apply to the Business Management (Cyber) Consulting Services required by the Land Cyber Materiel Assurance Program and to define the Department of National Defence (DND) services requirement for this initiative.

1.2 Background

The Department of National Defence (DND) has a requirement to develop cyber resiliency programs to protect critical military networks and equipment from cyber-attack by establishing processes that will incorporate cyber security requirements into the existing departmental project management processes. It uses various approaches to assist in the development and regulatory approval of cyber measures and countermeasures. The Land Equipment element is currently managed as a Project Management Office and delivers a variety of cyber-security services to existing platforms. There are several ongoing sub-projects each concerned with the implementation of processes that result in providing dedicated capabilities to the Canadian Army.

DND has a requirement for one (1) Senior Business Analyst to provide and support the establishment of the Land Platform Protection Program (PPP) and initial implementation of the Cybersecurity Risk Management Process (CS RMP), by planning, executing, controlling and coordinating the development and implementation of program in close coordination with Army staff.

1.3 Abbreviations and Acronyms

The following abbreviations and acronyms are used in this SOW:

CS RMP	Cybersecurity Risk Management Process
CTAT	Controlled Goods/Controlled Technology Access and Transfer

DGLEPM	Director General Land Equipment Program Management
DLEPS	Director Land Equipment Program Staff
DND	Department of National Defence
DRDC	Defence Research and Development Canada
DRMIS	Defence Resource Management Information System
DWAN	Defence Wide Area Network
NCR	National Capital Region
PPP	Platform Protection Program
RDIMS	Records and Disposal Information Management System
RODs	Records of Decisions
SOW	Statement of Work
TA	Technical Authority

2 Requirement

2.1 Occupational Categories Required

The specific requirement is for the provision of services for one (1) Senior Business Analyst.

2.2 Tasks

The Contractor's resource will perform tasks in support of the Land Cyber Materiel Assurance Program. These tasks may include, but are not limited to the following:

- 2.2.1 Planning, executing, controlling and coordinating the development and implementation of the Platform Protection Program (PPP) and Cybersecurity Risk Management Process (CS RMP);
- 2.2.2 Provide advice on program-related issues, trends and strategic directions with respect to the PPP;
- 2.2.3 Develop and maintain a work plan and/or a program plan with associated high level schedule and milestones, identify critical activities, maintain a risk register and develop mitigations;
- 2.2.4 Assist in the formulation of strategic and corporate priorities and objectives;
- 2.2.5 Establish and maintain liaison with Army Staff principals, Director General Land Equipment Program Management (DGLEPM) staff, Director Information Management Security, Defence Research and Development Canada (DRDC) to lead discussions on process refinement;
- 2.2.6 Set meetings, agenda, take records of discussion, and report on meeting to Director Land Equipment Programme Staff (DLEPS 11) on a regular basis and provide briefings at high level of cybersecurity concepts, cybersecurity program and related best practice;
- 2.2.7 Collecting and analyzing information and presenting findings on complex issues, carrying out or coordinating research as required and preparing reports and impact analysis;
- 2.2.8 Defining and producing business requirement documents as required; and

2.2.9 Reviewing and providing advice regarding public agency direction, planning and performance.

2.3 Hours of Operation

2.3.1 The Contractor's resource should be available on-site five (5) days per week during core hours of operation. Core hours of operation are defined as 7:00 am to 5:00 pm, Monday to Friday.

2.3.2 Although the Contractor's resource may work outside of these core hours, a significant volume of work occurs principally during core business hours. Furthermore, access to DND facilities that are controlled and monitored, and access to DND resources may be limited.

3 Deliverables

3.1 *The Contractor's resource will be required to prepare and submit various deliverables resulting from services provided. These deliverables may include, but are not limited to the following;*

3.1.1 Status update reports;

a. *In addition to various reporting requirements outlined in the tasks, the contracted resource may be required to develop specific reports in accordance with direction provided by the Technical Authority.*

3.1.2 Agenda, Minutes and Records of Decisions (RODs) from various meetings and discussions;

a. *The contracted resource will be called upon to participate in planning meetings and technical reviews relating to the design, application management and support of embedded computer sub-systems within division-supported equipment and produce supporting documentation.*

3.1.3 Briefings, presentations and other communication material; and

3.1.4 Activity plans, schedules and any other document being requested.

3.2 *Unless otherwise specified by the Technical Authority (TA), one (1) hard copy and one (1) soft copy of these deliverables must be provided to the TA. Soft copy deliverables must be provided in Microsoft Word, or an alternative format approved by the TA.*

3.3 **Meetings** - *The contracted resource will be called upon to participate in planning meetings and technical reviews relating to the design, application management and support of embedded computer sub-systems within division-supported equipment and produce supporting documentation.*

3.4 **Progress Reports** – *In addition to various reporting requirements outlined in the tasks, the contracted resource may be required to develop specific reports in accordance with direction provided by the Technical Authority.*

3.5 Monthly Status Report

3.5.1 On a monthly basis, the Contractor must submit a "Monthly Status Report" on the level of effort required for the month with the associated tasks and deliverables. The Monthly Status Report must be attached to the monthly invoice. As a minimum, each Monthly Status Report must document the following information:

- a. *All significant activities performed by the Contractor's resource during the period covered by the monthly invoice;*
- 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 DND;*
- d. *Any recommendations relating to the conduct of the Work;*
- e. *Total number of days charged for the Contractor's resource;*

- f. Total number of out-of-core hours used by the Contractor's resource, if applicable;
- g. Cumulative number of hours charged for the Contractor's resource; and
- h. Travel costs incurred including all applicable original receipts.

4 Limitations and Constraints

- 4.1 *There will be a requirement for the Contractor's resource to access information available exclusively at Canada's facilities located in the National Capital Region.*
- 4.2 *All reports, documents, processes and deliverables developed and/or updated by the Contractor's resource must be for the review, approval and signature, where requested, of the TA.*
- 4.3 *Decisions concerning revision or definition of policy, budgets, as well as contractual obligations and requirements, are excluded from the Contractor services. The Contractor's resource must limit themselves to provide comments and recommendations only to the TA on these issues.*
- 4.4 *The Contractor's resource must be independent of direct control by servants of Canada and are not in any respect employees or servants of Canada.*
- 4.5 *During the performance of the Contract, the Contractor or their resource must not direct any departmental organizations, or any personnel of any third parties with whom Canada has or intends to contract, to perform any action.*
- 4.6 *At all times during the provision of the required services, the Contractor's resource is not to have access to any proprietary information including but not limited to financial information (including unit prices or rates) or technical information concerning any third parties with whom Canada has contracted or intends to contract, other than information that is in the public domain, (e.g. total value of contract(s) awarded). Proprietary technical information may be provided to the Contractor's resource in the performance of the services if the "Non-Disclosure Agreement" contained in the Contract is duly executed by the Contractor's resource.*
- 4.7 *All drawings, software codes, reports, data, documents, or materials, provided to the Contractor's resource by Canada or produced by the Contractor's resource in providing services under the Contract, remains the property of Canada and must be used solely in support of this requirement. The Contractor's resource must be required to 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 services or when requested by the TA.*
- 4.8 *All correspondence, either initiated by the Contractor's resource or by any section of DND, must be submitted to the TA. Correspondence is defined as records of conversation or decisions as well as any written correspondence in any format.*
- 4.9 *The Contractor must ensure that their resource does 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 Contractor personnel as being an employee of Canada.*

5 DND Support to Contractor

- 5.1 *To aid the Contractor's resource in the provision of the required services, the following information, materials, and assistance will be provided if available and deemed appropriate by the TA:*
 - 5.1.1 All available data and documents deemed necessary by the TA for the provision of services under this SOW;

- 5.1.2 Consultation with the TA and other specialists may be arranged by the TA; and
- 5.1.3 Other information, data and assistance available and requested by the Contractor subject to concurrence by the TA.

5.2 *The Contractor is advised that the above does not represent a commitment by Canada and that it is the Contractor's sole responsibility to provide all services required to perform the Contract. The Contractor's resource must be able to work independently on all aspects of the required services.*

5.3 Training

- 5.3.1 To aid the Contractor's resource in the provision of the required services, Canada may provide special training on an "as and when requested" basis to the Contractor's resource, for unique DND Computer Systems/Software that have been recently implemented or changed, or mandatory departmental training, including:
 - a. *Defence Wide Area Network (DWAN); and*
 - b. *Records and Disposal Information Management System (RDIMS); and*
 - c. *Controlled Goods/Controlled Technology Access and Transfer (CTAT);*
- 5.3.2 The training will be provided at no cost to the contractor if all of the following conditions are met:
 - a. *Training is not readily commercially available to the Contractor;*
 - b. *Training is offered by Canada;*
 - c. *Training requested is in support of the tasks described at paragraph 2.2 herein; and*
 - d. *The TA has authorized this training.*
- 5.3.3 Canada will not incur per diem charges from the Contractor for time while the Contractor's resource is being trained.

6 Location for Provision of Required Services

- 6.1 *All services must be provided on-site at 400 Cumberland Ave, 6th floor, Ottawa, Ontario.*
- 6.2 *DND will provide sufficient office space, general-purpose office furniture and EDP equipment/services (CPU, keyboard, monitor and access to the divisional LAN subject to normal security requirements).*
- 6.3 *Furthermore, DND will provide, subject to normal security requirements, and only to the specified Contractor's resource, access to identified databases or applications resident on DND's computers or 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.*

7 Contractor Management on the Contract

- 7.1 *The Contractor is required to actively participate in the overall management of all activities related to this SOW and will be directly responsible for the effective supervision and coordination of the efforts of its personnel in order to minimize the effort required by DND to manage the requirement.*
- 7.2 *The Contractor is responsible for all work produced under this Contract, including completeness, accuracy and adherence to all relevant safety and environmental regulations, rules and good practices.*
- 7.3 *The Contractor must maintain an electronic library of work in progress, delivered items and review comments, and must perform version control.*

8 Language Requirements

- 8.1 *The resource must be fluent in the English language. Fluent means that the individuals must be able to communicate orally and in writing without any assistance and with minimal errors.*

9 Travel and Living

- 9.1 *Work does not require travel due to the travel restrictions imposed due to COVID 19 departmental policy. Notwithstanding, travel may be required upon approval of the Technical Authority reimbursable in accordance with the National Joint Council Travel Directive.*
- 9.2 *The Senior Business Analyst may be required to travel outside the NCR.*
- 9.3 *The requirement for any travel and trip report, content and format, will be identified. All travel will require prior written approval of the TA or the authorized representative.*
- 9.4 *If required by the TA, the Contractor's resource must prepare a trip report and provide it to the TA, for review and approval, no later than ten (10) working days after return from the trip.*

10 Technical Authority

- 10.1 *The TA for this requirement will be the primary point of contact for the Contractor's resource and will be stated in the Contract award document.*
- 10.2 *Any communication with a Contractor regarding the quality of Work performed pursuant to this Contract must be undertaken by official correspondence through the Contracting Authority.*

Mandatory Criteria

Business Analyst		
Mandatory Technical Criteria (MT)		Bid Preparation Instructions
MT.1	<p>The bidder must clearly demonstrate that the proposed resource has a minimum of forty-eight (48) months of combined experience within the last one-hundred and eighty (180) months being responsible for operational requirements in a project environment, overall guidance and coordination of project activities and approval of project decision documents supporting Army Major Capital Equipment Projects (\$100M+).</p>	<p>At a minimum, the following must be demonstrated by providing:</p> <ul style="list-style-type: none"> Name and description of client organization and relevant experience; Timeframe (from-to dates month/year); Description of the roles and responsibilities for each project; Detailed example(s) demonstrating the relevant experience; and Reference* (Name, phone number and email address) for each project. <p><i>*Reference checks will only be conducted to confirm the information provided, such as task types, completion verification and adherence to timelines.</i></p>
MT.2	<p>The Bidder must clearly demonstrate that the proposed resource has a minimum of forty-eight (48) months experience of providing services within the last sixty (60) months in the domain of Cyber Mission Assurance* for Military Platforms within the Department of National Defence (DND), other Federal Government Agencies or Defence Industry.</p> <p><i>*For these purposes Cyber Mission Assurance is defined as a sub-set of Mission Assurance that focuses on the ability of an organization, operator, service, infrastructure, platform, weapon system, and/or equipment to operate in a cyber-contested scenario to accomplish their mission.</i></p>	<p>At a minimum, the following must be demonstrated by providing:</p> <ul style="list-style-type: none"> Name and description of client organization and relevant experience; Timeframe (from-to dates month/year); Description of the roles and responsibilities for each project; Detailed example(s) demonstrating the relevant experience; and Reference* (Name, phone number and email address) for each project. <p><i>*Reference checks will only be conducted to confirm the information provided, such as task types, completion verification and adherence to timelines.</i></p>

Business Analyst		
Mandatory Technical Criteria (MT)		Bid Preparation Instructions
MT.3	<p>The bidder must clearly demonstrate that the proposed resource has twenty-four (24) months of experience within the last sixty (60) months collaborating with external Cyber Mission Assurance stakeholders (i.e. Federal Departments and Agencies, Allies, Industry, Academia).</p>	<p>At a minimum, the following must be demonstrated by providing:</p> <ul style="list-style-type: none"> • Name and description of client organization and relevant experience; • Timeframe (from-to dates month/year); • Description of the roles and responsibilities for each project; • Detailed example(s) demonstrating the relevant experience; and • Reference* (Name, phone number and email address) for each project. <p><i>*Reference checks will only be conducted to confirm the information provided, such as task types, completion verification and adherence to timelines.</i></p>
MT.4	<p>The bidder must clearly demonstrate that the proposed resource has two (2) of the following:</p> <ol style="list-style-type: none"> 1. Army Technical Staff Officer Program; 2. Army Technical Warrant Officer Program; 3. Project Management Professional (PMP) certification; 4. Certificate in Complex Program and Procurement Leadership. 	<p>This must be demonstrated by including a copy of the certificate or MPRR transcript showing completion with the bid.</p>

Point Rated Criteria

Business Analyst		
Business Analyst Consultant Flexible Grid		
Levels of Expertise		
	Senior (Level 3)	Minimum 100 pts
	Intermediate (Level 2)	Minimum 80 pts
	Junior (Level 1)	Minimum 65 pts
Relevant Education to the Consultant Category		
	University (PhD, Graduate, Undergraduate, degree).	35 pts
	College or CEGEP Diploma / Certificate.	25 pts
Professional Certification		
	Relevant Professional Certification	15 pts
Relevant Experience in Consultant Category		
≥1 yr and <2yrs	12-23 months	15 pts
≥2 yrs and <4yrs	24-47 months	20 pts
≥4 yrs and <6yrs	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