



Description of Acquisition

Part 1 Bidding Instructions

IFIB-ACT-SACT-22-63

Amendment 1

Please note this amendment contains extensive changes – a complete review is recommended

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PART 1 BIDDING INSTRUCTIONS

1. General

This is a Firm Fixed Price Level of Effort contract in accordance the General and Special Terms and Conditions; **Contract Award is contingent upon funding availability; HQ SACT prefers a single contractor company, which will supply all labour categories; however, partial bidding will be considered.**

2. CLASSIFICATION

This IFIB is a NATO UNCLASSIFIED document.

3. DEFINITIONS

- (a) The “Prospective Bidder”, shall refer to the supplier that has completed and returned the Enclosure of the transmittal letter of this IFIB, and has indicated thereon its intention without commitment, to participate in this IFIB.
- (b) The term “Bidder”, shall refer to the bidding supplier that has completed a bid in response to this IFIB.
- (c) The term Contractor shall refer to the bidding supplier to whom the contract is awarded.
- (d) The term “Contracting Officer” designates the official who executes this IFIB on behalf of HQ SACT.
- (e) “Contracting Officer`s Technical Representative” or “COTR” is the official who is appointed for the purpose of determining compliance of the successful bid, per the technical specifications.
- (f) The term “HQ SACT” shall refer to Supreme Headquarters Allied Command Transformation.
- (g) The term “ACT” shall refer to Allied Commander Transformation.
- (h) The term “NATO”, shall refer to the North Atlantic Treaty Organisation.
- (i) The term “days” as used in this IFIB shall, unless otherwise stated, be interpreted as meaning calendar days.
- (j) The term “Habitual Residence”, means HQ SACT, Norfolk, Virginia, VA 23511.

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4. ELIGIBILITY

This IFIB is open to companies:

- (a) Established in a North Atlantic Treaty Organisation Alliance member nation.
- (b) Working in the required field of study and legally authorised to operate in the United States of America, at the time of bidding.
- (c) Has demonstrated the desired past performance as described in this IFIB.
- (d) **Offering key personnel who are citizens of NATO member nations.**

5. DURATION OF CONTRACT

- (a) The contract awarded shall be effective upon date of award.

Period of Performance:

Base Period is on or about 2 January 2023 to 31 December 2023. Four 12-month option periods (1 January – 31 December 2024, 1 January – 31 December 2025, 1 January – 31 December 2026 and 1 January – 31 December 2027 shall be exercised at the sole discretion of the HQ SACT Contracting Officer, based on satisfactory work performance, available funding, and on-going/evolving requirements.

6. EXEMPTION OF TAXES

- (a) In accordance with the agreements (Article VIII of the Paris Protocol dated, 25 August 1952) goods and services under this contract are exempt from taxes, duties and similar charges.

7. AMENDMENT OR CANCELLATION

- (a) HQ SACT reserves the right to amend or delete any one or more of the terms, conditions or provisions of the IFIB prior to the date set for bid closing. A solicitation amendment or amendments shall announce such action.
- (b) HQ SACT reserves the right to cancel, at any time, this IFIB either partially or in its entirety. No legal liability on the part of HQ SACT shall be considered for recovery of costs in connection to bid preparation. All efforts undertaken by any bidder shall be done considering and accepting, that no costs shall be recovered from HQ SACT. If this IFIB is cancelled any/all received bids shall be returned unopened, per the bidder's request.

8. BIDDER CLARIFICATIONS

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- (a) Prospective Bidders should seek clarification at their earliest convenience. Any explanation regarding the meaning or interpretation of this IFIB, terms, clause, provision or specifications, shall be requested in writing, from the Contracting Officer. The Contracting Officer must receive such requests for clarification no later than **10 days prior to closing**.
- (b) In lieu of a bidder's conference, HQ SACT invites bidders to submit initial technical questions not later than **14 November 2022**.
- (c) Information in response to all inquiries / requests for clarification to a prospective bidder shall be furnished to all prospective bidders at the following link: <http://www.act.nato.int/contracting> as a Question and Answer addendum. All such addendums and any necessary solicitation amendments shall be incorporated into this IFIB. Oral Interpretations shall not be binding.

9. BID CLOSING DATE

Bids shall be received at HQ SACT, Purchasing and Contracting Office, no later than **2 December 2022, 0900 hours, Eastern Standard Time, Norfolk, Virginia, USA**. No bids shall be accepted after this time and date.

10. BID VALIDITY

Bids shall remain valid for a period of one hundred and twenty days (120) from the applicable closing date set forth within this IFIB. HQ SACT reserves the right to request an extension of validity. Bidder shall be entitled to either grant or deny this extension of validity; HQ SACT shall automatically consider a denial to extend the validity as a withdrawal of the bid.

11. CONTENT OF PROPOSAL

The proposal shall consist of 2 separate single PDF documents (Technical / Price) sent via e-mail as per the instructions. **No hard copy proposals are required or will be accepted**. E-mailed PDF documents shall be received no later than **2 December 2022, 0900 hours, Eastern Standard Time, Norfolk, Virginia, USA**.

A table of contents for the entire proposal

- (a) The bidder's full name address, Point of Contacts, Telephone, Fax number and Internet site,
- (b) Compliance statement
- (c) Provision of financial and technical volumes
- (d) Annex A
- (e) Past performance

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12. PROPOSAL SUBMISSION

- (a) Proposals shall be submitted in two separately e-mailed packages, one containing a **single PDF document** of the Technical volume and one containing a **single PDF document** of the Price volume. **Multiple files that must be pieced together to form the technical proposal will be rejected.** The e-mail subject and PDF files shall be clearly marked with the IFIB Solicitation reference number and indicate if it is the Technical or Price Volume.
- (b) Proposal packages must be received by the HQ SACT identified Contracting Officers **prior to the 0900 deadline.** **Delays in receipt due to server processes either at the contractor's facility, HQ SACT or both do not constitute an acceptable delay to the deadline. Contractors should ensure there is sufficient time to transmit proposals and confirm receipt prior to the established deadline.**
- (c) **Price proposals shall be in U.S. Dollar currency.** Contractor may request payment post award in alternate currency based on NATO published conversion rate for applicable year. Prices shall be on a Firm Fixed Price Basis and include any relevant discount schedule.
- (d) It is the sole responsibility of the interested company to review any Q & A that may be issued in support of this solicitation, prior to bid submission at www.act.nato.int/contracting.
- (e) No oral bids or oral modifications or telephonic bids shall be considered.
- (f) It is the ultimate responsibility prior to submission that all proposal submissions are reviewed to ensure they meet the technical and administrative specifications and that offers meet the limitations and expressed conditions.

13. LATE PROPOSALS

- (a) It is solely the bidder's responsibility to ensure that the proposal reaches HQ SACT prior to the established closing date and time. All late bids shall be disqualified. Only if it can be unequivocally demonstrated that the late arrival of the bid package was the result of NATO staff negligence (mishandling) shall the bid be considered.
- (b) A delay in electronic transfer does not constitute a valid excuse for late submission.

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14. BID WITHDRAWAL

A bidder may withdraw their bid up to the date and time specified for bid closing. Such a withdrawal must be completed in writing or facsimile, with attention to the HQ SACT Contracting Officer. As this is a best value evaluation, contractor pricing will be opened and held within the contract file, whether considered or not. A bid withdrawal will be annotation on the Contract Award Record.

15. BID EVALUATION

- (a) The evaluation of bids and determination as to the responsiveness and technical adequacy or technical compliance, of the products or services requested, shall be the responsibility of HQ SACT. Such determinations shall be consistent with the evaluation criteria specified in the IFIB. HQ SACT is not responsible for any content that is not clearly identified in any proposal package.
- (b) Due to the highly technical nature of this requirement, HQ SACT reserves the right conduct pre-award discussions with proposed key personnel to accurately assess identified technical competencies. Discussions will be limited to scope of this IFIB and the evaluation criteria identified in Annex A.
- (c) Proposals shall be evaluated and awarded based on the proposal(s) that represents the best overall value to NATO. The following factors are considerations:
 - Successful administrative submission of bid packages and requested documents.
 - Compliance with mandatory criteria identified on Annex A (Compliant / Non-Compliant)
 - Technical factors / pricing factors rated the following: Technical / Price = 80/20.
 - Acceptance of HQ SACT General and Special Terms and Conditions.
 - **Proposals offering the provision of all labour categories with well-qualified key personnel will be considered with priority. Only if a single supplier solution is unavailable will bids be considered for split award.**

16. PROPOSAL CLARIFICATIONS

During the entire evaluation process HQ SACT reserves the right to discuss any bid in order to clarify what is offered and interpretation of language within the bid, to resolve in potential areas of non-compliance.

17. AWARD

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HQ SACT intends to award a firm fixed price contract(s) to the Offeror(s) whose proposal(s) represents the best overall value to NATO. **Partial Awards are authorised but shall only be considered if a single supplier solution cannot be achieved.**

HQ SACT will collect information from references provided by the Offeror in regard to its past performance. Contractors must provide authorization to contact references.

HQ SACT reserves the right to negotiate minor deviations to the listed General and Special Terms and Conditions to this IFIB.

18. COMMUNICATIONS

All communication related to this IFIB, between a prospective bidder and HQ SACT shall only be through the nominated HQ SACT Contracting Officer. Designated contracting staff shall assist the HQ SACT Contracting Officer in the administrative process. There shall be no contact with other HQ SACT personnel in regards to this IFIB. Such adherence shall ensure Fair and Open Competition with equal consideration and competitive footing leverage to all interested parties.

19. ORGANISATIONAL CONFLICT OF INTEREST

Organizational conflicts of interest may occur when factors create an actual or potential conflict of interest on an instant contract, or when the nature of the work performed on the instant contract creates an actual or potential conflict of interest on a future acquisition. In the latter case, some restrictions on future activities of the contractor may result.

Contractors must implement a program to monitor, detect, and mitigate/remediate organizational conflicts of interest. While Contracting Officers retain authority to approve mitigation or remediation measures once organizational conflicts of interest are identified, the primary burden of detecting, identifying and disclosing organizational conflicts of interest to the contracting officer and proposing suitable mitigation or remediation measures falls on the contractor.

The two underlying principles regarding organizational conflicts of interest are: Preventing the existence of conflicting roles that might bias a contractor's judgment; and Preventing unfair competitive advantage.

An unfair competitive advantage exists where a contractor competing for award of any NATO contract possesses:

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Proprietary information that was obtained from a NATO official, staff member, or NATO contractor without proper authorization; or

Information that is relevant to the contract but is not available to all competitors, where such information would assist that contractor in obtaining the contract.

Contracting officers and potential bidders shall analyze planned acquisitions in order to:

Identify and evaluate potential organizational conflicts of interest as early in the acquisition process as possible; and

Avoid, neutralize, or mitigate significant potential conflicts before contract award, where possible, or post award when the organizational conflict of interest is not revealed prior to award.

The contracting officer shall award the contract to the apparent successful offeror unless a conflict of interest is determined to exist that cannot be avoided or mitigated. Before determining to withhold award based on conflict of interest considerations, the contracting officer shall notify the contractor, provide the reasons therefor, and allow the contractor a reasonable opportunity to respond. If the contracting officer finds that it is in the best interest of NATO to award the contract notwithstanding a conflict of interest, the Contracting Officer will issue a waiver and disclose the award and the existence of the organizational conflict of interest to the Financial Controller. The waiver request and decision shall be included in the contract file.

Obligations of the Parties.

When a Contractor or Prospective Contractor becomes aware of the existence or potential for an organizational conflict of interest, the Contractor is obligated to disclose the existence, nature, and supporting evidence of the conflict. Contractors or Prospective Contractors will be deemed to be aware of the existence or potential for an organizational conflict of interest when the Contractor or Prospective Contractor actually knows or reasonably should know of the existence of the actual or potential organizational conflict of interest.

If the Contracting Officer becomes reasonably aware that the award of a contract will restrict the contractor's eligibility for future contract work, the Contracting Officer will disclose this fact in writing to the Contractor prior to the award, where practicable, and will permit the Contractor or prospective Contractor 7 days to make an election regarding award, discontinuing performance, or submitting an OCI mitigation plan for the Contracting Officer's approval. The sufficiency of the OCI mitigation plan is in the Contracting Officer's sole discretion.

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20. POINT OF CONTACT INFORMATION FOR QUESTIONS:

Catherine Giglio, ACT Contracting Officer 757-747-3856, catherine.giglio@act.nato.int

Magda Ornat, ACT Contracting Officer, 757-747-3150, magdalena.ornat@act.nato.int

Tonya Bonilla, ACT Contracting Officer 757-747-3575, tonya.bonilla@act.nato.int

21. POINT OF CONTACT INFORMATION FOR SUBMISSION:

techproposal@act.nato.int – Technical proposal submission (cc Contracting Officers above)

priceproposal@act.nato.int – Price proposal submission (cc Contracting Officers above)

ENCLOSURE 1

PROPOSAL CONTENT / CHECKLIST

Table of Contents

- Bidder`s name, address, POC, Contact numbers, email address.
- Compliance Statement.
- Past performance (including References).
- List of Key personnel.
- Technical Proposal.
- Price Proposal.

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ENCLOSURE 2

COMPLIANCE STATEMENT TO SEALED BID IFIB-ACT-SACT-22-63

It is hereby stated that our company has read and understands all documentation issued as part of IFIB-ACT-SACT-22-63. Our company proposal submitted in response to the referenced solicitation is fully compliant with the provisions of IFIB-ACT-SACT-22-63 and the intended contract with the following exception(s); such exemptions are considered non-substantial to the HQ SACT solicitation provisions issued.

<u>Clause</u>	<u>Description of Minor Deviation.</u>
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If applicable, add another page)

Company: _____ Signature: _____

Name & Title: _____ Date: _____

Company Bid Reference: _____

Bidder's proposal must be based on full compliance with the terms, conditions and requirements of the IFIB and all future clarifications and/or amendments. The bidder may offer variations in specific implementation and operational details provided that the functional and performance requirements are fully satisfied. In case of conflict between the compliance statement and the detailed evidence or explanation furnished, the detailed evidence/comments shall take precedence/priority for the actual determination of compliance. Minor or non-substantial deviations may be accepted. Substantial changes shall be considered non-responsive.

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ENCLOSURE 3

PAST PERFORMANCE INFORMATION FORM

- (a) Contracting Agency:
- (b) Contract No:
- (c) Type of Contract (Firm Fixed Price, IDIQ, Requirements):
- (d) Title of Contract:
- (e) Description of Work Performance and Relevance to Current Acquisition (Type of facility, capacity, estimated patronage, summary of staff used):
- (f) Contract Dollar Amount:
- (g) Period of Performance:
- (h) Name, Address, Fax and Telephone No. of Reference:
- (i) Indicate Whether Reference Acted as Prime or Sub-contractor:
- (j) Comments regarding compliance with contract terms and conditions:
- (k) Complete Contact Information for client:
- (l) Permission to contact client for reference: Yes/ No

Name/Signature of Authorized Company Official

ENCLOSURE 4

IFIB-ACT-SACT-22-63 SEALED BID PRICE PROPOSAL

COMPANY NAME: **ABC, Inc**
ADDRESS: **Street,**
CITY, POST CODE

TO: Chairman of Supreme Allied Commander Transformation, (HQ SACT)
Contracts Award Committee.
ATTN: Catherine Giglio
7857 Blandy Road, Suite 100
Norfolk, VA 23551

Please verify and acknowledge propriety of above, by duly completing signatures below. Authorizing

Company Official:

Printed _____ Name: _____
Position: _____
Title: _____

Authorizing Company (Signature): _____, Date: _____.

Company name Witness Official:

Printed _____ Name: _____
Position: _____
Title: _____

Witness Signature: _____, Date - - - - -

NATO UNCLASSIFIED

PROPOSED RATES MUST BE FULLY “LOADED” [G&A, O/H ETC.], HOWEVER THEY MUST NOT INCLUDE PER DIEM(MEALS & LODGING) AND TRAVEL. TRAVEL (AND RELATED EXPENSES) WILL NOT BE COVERED UNDER THIS CONTRACT, BUT HANDLED SEPARATELY IN ACCORDANCE WITH THE ACT FINANCIAL MANUAL.

SUBJECT: IFIB-ACT-SACT-22-63 Sealed Bid Price Proposal

Please find on behalf of **Insert: Company Name** to provide HQ SACT with services (collectively referred as “ITEMS”), subject to the provisions, terms and conditions stated in IFIB ACT-SACT-22-63 and the “**Insert : Company Name** Technical proposal”, submitted in accordance with solicitation provisions. Include requested Milestone payment schedule if applicable. **Companies should identify any proposed milestone payments in addition to the total price proposal for each study.**

Labour Category	Base Period (450 hours for bidding purposes)	Option 1 (1800 hours)	Option 2 (1800 hours)	Option 3 (1800 hours)	Option 4 (1800 hours)
Q58 Next Generation Programme Analyst	\$	\$	\$	\$	\$
Q59 Capability Coherence Analyst	\$	\$	\$	\$	\$
Q60 Security Architecture Analyst	\$	\$	\$	\$	\$
Q61 Capability Change Management Analyst	\$	\$	\$	\$	\$
Q62 Data Architect	\$	\$	\$	\$	\$
Q63 Cost Analyst	\$	\$	\$	\$	\$

	NATO UNCLASSIFIED				
Q64 Operational Effectiveness Support Analyst	\$	\$	\$	\$	\$
P23 Legacy Programme Support Analyst	\$	\$	\$	\$	\$

Total Proposal Cost \$ _____

Please verify and acknowledge propriety of above, by duly completing signatures below.

Authorizing Company Official:

Printed _____ Name: _____ Title: _____
 Position: _____

Authorizing Company (Signature): _____, Date:_____.

Company name Witness Official:

Printed _____ Name: _____ Title: _____
 Position: _____

Witness Signature: Date

STATEMENT OF WORK (SOW)
FOR
SUPPORT TO NATO CORE ENTERPRISE SERVICES PROGRAMME
CORE SERVICES DEVELOPMENT TEAM

1. **Introduction.** At the 2022 Madrid Summit, Nations committed to transform and strengthen the Alliance. This included increasing investment in NATO Common Funding. NATO has previously affirmed its ambition to be a 'Data-Centric' Alliance. Underpinning this ambition is NATO's Digital Transformation journey and associated Digital Backbone initiative. Digital capability is one of the foundation aspects of #NATO2030 and the strategic intent to maintain the Alliance's technological edge. Across NATO's Information and Communication Technology (ICT) estate, Enterprise Core Services forms a critical capability pillar foundational to these endeavours. In order to meet NATO's strategic objectives including the increase of Common Funding investment, Allied Command Transformation (ACT) requires additional Subject Matter Expertise (SME) to enhance its Capability Development (CAP DEV) capacity.
2. **Core Services Development Team.** To assist this work, ACT is seeking a **Development Team** to provide 'digital SMEs' across eight **level of effort** functional areas; programming (x2), coherence, security, change management, data, costing and operational effectiveness analysis. To leverage a synergistic effect whereby the functional areas are inherently cohesive, ACT is seeking a single supplier to deliver the required functions (by labour categories). Furthermore, ACT is seeking to select a supplier that has experience in Digital Transformation. By doing so, **ACT seeks to leverage secondary or supplementary benefits through both the inherent cohesiveness of the team assigned to fulfil the functional areas below, but also the ability of the contractors to draw on the expertise and 'tacit know-how' of their parent organisation.** This concept should be addressed in the company profile.
3. **Relationships.** ACT seeks to establish an effective and flexible working relationship that is 'less binary' than a traditional client/supplier relationship. The 'Development Team' title reflects the open communication, flexibility and mutual trust that will be required to take forward NATO's Enterprise Core Services programming given the technical complexity of the capability and, significantly, organisational challenges inherent to NATO (complex structures, processes, policies, legacy ICT and facilities estate, etc).
4. **Synergy and Cohesion.** While a single supplier delivering all functional areas (labour categories) on-site is optimal, where only one or more posts can be fulfilled, ACT will consider a split award by individual functional areas. The labour categories are set out below (including their reference codes that should be used in responses):

- a. Q58 Next Generation Programme Analyst.
- b. Q59 Capability Coherence Analyst.
- c. Q60 Security Architecture Analyst.
- d. Q61 Capability Change Management Analyst.
- e. Q62 Data Architect.
- f. Q63 Cost Model Analyst.
- g. Q64 Operational Effectiveness Support Analyst.
- h. P23 Legacy Programme Support Analyst.

5. **Organisation.**

- a. **Allied Command Transformation (ACT)** is NATO's leading agent for change; driving, facilitating, and advocating the continuous improvement of Alliance capabilities to maintain and enhance the military relevance and effectiveness of the Alliance. The main objectives of ACT are; providing appropriate support to NATO missions and operations; leading NATO military transformation; improving relationships, interaction and practical cooperation with partners, nations and international organisations. ACT therefore leads Alliance Warfare Development through undertaking concept development, capability development, training and lessons learned initiatives and provides unfettered military support to policy development within NATO.
- b. **DCOS¹ Capability Development (CAPDEV)** acts as the Supreme Allied Commander Transformation's (SACT's) executive for guidance, direction and co-ordination of the activities and resources of the CAPDEV Directorate. CAPDEV is responsible to:
 - Identify and prioritize Alliance capability shortfalls from short to long term, along a continuum of holistic capability development.
 - Lead the determination of required capabilities and prioritization of shortfalls to inform the delivery of materiel and non-materiel solutions across the Doctrine, Organisation, Training, Material, and Leadership, Personnel, Facilities and Interoperability (DOTMLPFI) lines of effort to enable a holistic approach to capability development, ensuring improved interoperability, deployability and sustainability of Alliance Forces.
 - NATO recently adopted a new Common Funded Capability Delivery Model (CFCDGM – also known as 'the Model') intended to enhance the speed of capability delivery of common funded capabilities. The Model includes six stages focused on through lifecycle capability delivery and includes persistent collaboration between ACT and Allied

¹ Deputy/Assistant Chief of Staff (DCOS/ACOS); 'C-suite'/senior executives within ACT for capability development.

Command Operations (ACO), NATO's two strategic commands. The Model's focus is satisfying operational requirements with capability solutions across the spectrum of DOTMLPFI. The Model considers a range of potential courses of action to address a requirement. Cost, Operational Effectiveness and schedule analysis to determine project and programme level tolerances is a key component of the Model. Security considerations are a critical aspect that must be integrated in all stages of the Model (as an identified key factor in successful ICT programmes).

- c. **ACOS Capability – CIS Branch (CAP CIS).** Consultation, Command and Control (C3) capabilities are the 'central nervous system' of NATO's political and military capacity. To deliver C3 CIS capability to meet these enduring and existential requirements, the CAP CIS outcomes are focused on:
- Support and development of NATO's capability across the spectrum of; baseline Enterprise activities; sustaining current operational capability; through to the delivery of Maximum Level of Effort in time of crisis.
 - Reducing the Cyber-attack surface through the rationalisation of C3 networks.
 - Improving the services to the Alliance and enabling federation services with Nations.
 - Enabling the future power of services and infrastructure to deliver a data-centric competitive advantage for the Alliance and its warfighters through a Digital Transformation and the NATO Digital Backbone as an enabler.

6. Background and Scope of Work.

- a. The ACT, CAP CIS, Enterprise Core Services (CS) Programme delivers Common Funded and federated CS that supports NATO's Digital Transformation and the Digital Backbone concept through the ability to exploit data, information and information technology. This achieves greater cost efficiency, capability effectiveness, information-accessibility, re-use, flexible delivery, pan-domain coherence and uniformity.
- b. The Programme includes interaction with stakeholders in the preparation and submission of user/capability-centric requirements to support the Next Generation of CS Capability, through confirmation and clarification of in-place stipulated and submitted user requirements across the NATO Enterprise and the defining of CS required to support the definition of future spirals of Federated Mission Networking (FMN).
- c. The CS Programme provides the 'horizontal layers' of a common IT platform (Infrastructure as a Service (IaaS)², Platform as a Service (PaaS) and 'common to all' Software as a Service (SaaS)) plus end user devices for C3, business operations and collaboration across the NATO Enterprise (of approximately 25k users and 50+ core sites). The programme includes aspects of the 'vertical pillars' of Service Management Control (SMC) and

² Campus LAN (NATO WAN is provided by the Core Communications Capability Area).

Cyber or CIS Security. The programme interacts widely with Functional Services that provide specialist SaaS to Communities of Interest (COIs).

- d. Of specific strategic relevance for 2023 and beyond is the Next Generation CS Programme. This includes the successor to the current IT-

Modernisation (ITM) Project. The current ITM project is being 'reset' as part of a Bridging Solution. To address new and emerging requirements, further CS Programme level phases are under development to 'Evolve', Digital Services to 2030 and beyond. The CS Capability Development Plan (CDP) seeks to secure approval for capability that will contribute to NATO's Digital Backbone and enable NATO's Digital Transformation journey and ambition to be a 'Data-Centric' Alliance into the next decade.

7. **Type of Contract and Period of Performance.**

- a. **Type of Contract.** Firm Fixed Price Services Contract in accordance with the General and Special Terms and Conditions: as such it is a Level of Effort contract with a maximum limit or fraction thereof as set forth in the Statement of Work (SOW). All employer responsibilities for the Contractor personnel performing under this Contract shall lie with the Contractor.
- b. **Period of Performance.** A base period of 1 January 2023 to 31 December 2023. Four 12-month option periods (1 January – 31 December 2024, 1 January – 31 December 2025, 1 January – 31 December 2026 and 1 January – 31 December 2027) shall be exercised at the sole discretion of the HQ SACT Contracting Officer, based on satisfactory work performance, available funding, and on-going/evolving requirements.

- 8. **Level Of Effort.** Eight Full Time Equivalent (FTE) personnel per annum or fraction thereof with 1800 hours of service to be rendered by each labour category of the contract personnel.

- 9. **Surge Capability.** A surge capability requirement is included to have a contract vehicle in place should emerging circumstances require a quick and temporary increase in contractor support (LOE or Deliverable) to meet new requirements within the scope of the existing Statement of Work. The Supplier shall be prepared to provide support services per labour category described above. The contractor shall be prepared to evaluate requirements and submit a price proposal for any new in scope requirement for consideration by HQ SACT. Surge proposals will be evaluated by the Contracting Officer for fair and reasonable pricing and should be developed based upon the same pricing structure as the original contract proposal. The rate for surge effort shall not exceed the base/option year rate. Surge requirements will be incorporated by formal contract modification. Requests for pricing are made on a non-committal basis and do not constitute a formal commitment by HQ SACT to contract for additional work; supplier will not be reimbursed costs for preparing price proposals or other related expenses in

response to a surge request. HQ SACT surge efforts will not exceed 80% of the annual contract value or 80% of the cumulative contract value. Requests to surge from other organisations outside of HQ SACT are not counted against the HQ SACT when calculating the surge tolerances.

10. **Place of Performance.** HQ SACT shall serve as the habitual residence for performance under this contract. The Contractor is expected to perform the majority of the required work in Norfolk, VA, and alternate locations as per requirements specified by the Contracting Officer's Technical Representative (COTR). However, if vendors have alternative models for delivery (partial on-site or remote working); HQ SACT will consider proposals on a case-by-case basis. **Labour categories a, b & h shall not be considered for alternative models of delivery.**
11. **Partial Bidding.** In order to generate a synergistic effect (whereby the functional areas are inherently cohesive), HQ SACT prefers a single, industry supplier for all labour categories; however, consideration will be given to partial bidding.
12. **Labour Categories.** The following labour categories apply to this contract. HQ SACT reserves the right to incorporate additional labour categories, within scope, should surge requirements dictate:
 - a. Q58 Next Generation Programme Analyst. (On-site ONLY)
 - b. Q59 Capability Coherence Analyst. (On-site ONLY)
 - c. Q60 Security Architecture Analyst.
 - d. Q61 Capability Change Management Analyst.
 - e. Q62 Data Architect.
 - f. Q63 Cost Model Analyst.
 - g. Q64 Operational Effectiveness Support Analyst.
 - h. P23 Legacy Programme Support Analyst. (On-site ONLY)
13. **Operating Environment.** Before setting out the Principal Duties, it is important to recognise the nature of the environment in which the team will operate. The following subparagraphs set out the nature of this environment. The contractors require the ability to analyse varying and complex problems and, as appropriate and in the spirit of the team ACT seeks to foster, provide advice and labour to the Programme Director and higher levels of leadership to address and overcome programmatic challenges. While this SOW does **not** seek consultancy services which are advisory in nature (bids are for labour categories), it will be advantageous if the Development Team contractors are able to 'reach-back' and draw on the wider expertise, advice and guidance of their parent organisation to shape their

critical thinking and problem solving. Contractors must be able to quickly determine and execute a course of action using critical thinking and judgment given the following characteristics of the environment in which they will operate:

- a. **Diversity and Range of Duties.** The team must be able operate successfully in driving business change through an architectural approach that will have strategic impact. Enterprise architecture drives capability level architecture critical to NATO Capability Development. The team will be required to work across various stakeholders to meet the objectives of CS capability and, where required, other Capability Areas within CAP CIS that will form the Digital Backbone. This will also likely require close cooperation with other ACT Branches contributing to the Digital Transformation effort (such as cyber, interoperability and functional area/COI Branches).
- b. **Type of Problem/Degree of Challenge.** The team must be comfortable working with uncertainty and ambiguity. They will need to use analytical skills and creative problem solving as a team to satisfy a wide range of business, information and application aspects of NATO CIS capability. They will frequently interact at the senior management level (Colonel/OF-5) and the executive management/'C-suite' level (Flag/General Officers/up to OF-8). Digital solutions will require 'out of the box' ideas / concepts and imaginative approaches. The contractors/team must also remain objective to advocate and provide advice that is in the best interest of ACT and NATO.
- c. **Degree of Guidance.** The team will receive only broad guidance from the OF-5 Branch Head/Capability Monitor and OF-4 Programme Director levels. The ethos of 'mission command' will apply. Thus, direct supervision will be minimised to that which is sufficient to accomplish given objectives. The team members will exercise judgement in order to meet the spirit of the guidance and at the same time satisfy Command requirements in a timely manner. The team members will exercise initiative, negotiation and persuasion in order to gain ACT, Allied Command Operations (ACO (Mons)), NATO Communications and Information Agency (NCIA), and NATO HQ (NHQ) cooperation to support the Capability Goals.

Q58 NEXT GENERATION PROGRAMME ANALYST

14. **Role.** In addition to the key points made within the description of the workplace Operating Environment above, the Next Gen Programme Analyst will focus on emerging requirements. These are likely to be in respect of the 'Bridging Solution' that is funded to close the gap between the existing Core Services programme (CP150) and its successor programme (currently referred to as Next Generation Digital Service). The contractor will fulfil the senior role within the supplier's Development Team. This will require the analyst to fulfil a coherence function across the supplier's team members to deliver synergies to the Core Services Capability Area and dependent Digital Backbone capabilities. Thus, the Next Generation Analyst will be a senior member of the parent organisation and team with responsibility across the supplier's entire effort.
15. **Principal Duties.** The advent of NATO's Digital Backbone and Digital

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Transformation ambition is a significant driver for a sustained strategic focus for the Core Services capability area. The contractor will work within the CAP CIS Core Services team reporting to the CS Programme Director (who will also act as Contracting Officer Technical Representative (COTR)). This support is required to ensure that a solid base of specialist and corporate knowledge is available covering the extensive processes and procedures within the CIS arena including the emerging concept of the Digital Backbone. The contractor will contribute to the development of the NATO Digital Backbone through:

- a. Development and Governance approval of Capability Development Plans (CDPs) consistent with NATO Enterprise Architecture.
- b. Development of CIS capability through the timely submission of Common Funded Capability Development Model (CFCDGM) artefacts including development of Capability Requirements Briefs (CRBs), Capability Programme Plan (CPPs) for Core Services.
- c. Ensures the delivery of programme outcomes by assessing throughout the capability life cycle the cost, scope, schedule, risk and performance at Governance level.
- d. Ensures coordination and synchronization with all Subject Matter Experts (SMEs) supporting capability development at the management level, especially with users and Host Nation.
- e. Provide programme and project expertise to ACT CS Programme of Work (POW) activities across CIS, Cyber and the enabling, Information Management, facilities and services Communities of Interest (COIs).
- f. In conjunction with the CIS Operating, Service Provisioning and Implementation Authorities, serve as an advisor on selected integrated coordination groups like the Capability Management Function (CMF) and NATO HQ coordination groups (e.g. Programme Steering Groups, etc) and other forums.
- g. Collect, analyse and upload data from relevant documents and information to the PfMO iHub (as the single source of truth) and, as necessary, other knowledge management portals (such as the CS Programme SharePoint and HQ Electronic Data Management System (EDMS)).
- h. In coordination with other Branches (Requirements Forward and Capability Forward Branches), monitor and track Urgent Requirements (URs) generated by the Operational Commands to understand their impact on future programme approvals being submitted to Governance.
- i. Support other CAP CIS and Digital Backbone Capability Areas as necessary with production of CFCDGM artefacts including development of Capability Requirements Briefs (CRBs), Capability Programme Plan (CPPs).
- j. Support the elicitation of requirements as needed by the Requirements

Division.

- k. Support the integration of national solutions with those produced in NATO.
- l. Support engagement with NATO, the Nations, Partners, Industry, Academia and NGOs.
- m. Support technical requirements identification and validation, and solution concept development.
- n. Support to the NATO Defence Planning Process (NDPP) Steps 2-5.
- o. Support CIS service definition within the NATO structure and development of Mid-Term Plans (MTP).
- p. Support implementation of visions and concepts developed and approved by the NATO Military Committee (MC).
- q. Assist in preparation of and participate in discussions, meetings and workshops as necessary, including but not limited to the taking of notes and Minutes, the preparation of materials, read ahead briefs, Point Papers, and the collection of reference documents and materials.
- r. Provide a weekly 1-page report of reviews and analysis conducted, including issues identified and recommendations.
- s. Aggregate the team's individual weekly reports and monthly-consolidated Contract Report (see paragraph 57) to provide an executive level Quarterly Report of the supplier's Development Team activities. Format to be agreed during post-award negotiations.
- t. Provide presentations and additional documents as required by CS PD.

16. **Essential Qualifications.**

- a. **Programme Management.** Experienced in programme management (including projects) ideally within a portfolio environment, typically involving the development and implementation of business processes to meet identified business needs, acquiring and utilising the necessary resources and skills, within agreed parameters of cost, timescales, and quality.
- b. **Skill Level.** Defines, documents and carries out programmes and projects (typically greater than six months with strategic impact), in a diverse team environment, actively participating in all phases. Identifies, assesses and manages risks to the success of the programme. Agrees programme approach with stakeholders, and prepares realistic plans (including budget, quality, risk and communications plans) and tracks activities against the schedule, managing stakeholder involvement as appropriate. Monitors costs, timescales and resources used, and takes action where these deviate from agreed tolerances. Ensures that projects within a programme are formally closed and addresses lessons learned.

c. **Experience.**

- Demonstrable experience in programme management of Information and Communications Technology (ICT) solutions and change management as part of a wider Digital Transformation endeavour.
- Demonstrable practical experience (participation and/or advice) in programmes on design and/or implementation of Information and Communications Technology (ICT) solutions and services.
- Demonstrable Programme Management experience (Managing Successful Programmes (MSP) preferred not essential).
- Demonstrated excellent analytical, problem solving, verbal and written communication skills.
- Demonstrated ability to work in team environments (both as a contributor and a leader).
- Education – Masters University Degree and related experience.

17. **Desirable Qualifications.**

- a. Demonstrable Project Management experience (Prince II preferred not essential).
- b. Experience working in NATO at the strategic level is highly desirable but not essential.
- c. Demonstrable experience in NATO CIS highly desirable but not essential.
- d. Demonstrable broad knowledge of CIS capabilities, Cyber Security and Innovation is desirable but not essential.
- e. Broad experience working with military/public/federal sector at the strategic level is desirable but not essential.
- f. Qualifications above the Masters level such as Chartered Engineer status or a Doctor of Professional Studies (Doctorate in Professional Practice) is desirable but not essential.

Q59 CAPABILITY COHERENCE ANALYST

18. **Role.** Further to the key points made within the description of the workplace Operating Environment above, the focus of the Coherence Analyst will be internal to the immediate programming or Capability Development environment. The breadth will include interaction across multiple dependent programmes and projects to map and maintain coherence. This will require participation in activities/meeting arranged by dependent programmes and projects. Depth will range from the working level at ACT to NCIA who acts as Host Nation for C3 Capability. This work will be critical to the broader effort to implement NATO's Digital Backbone ensuring coherence of the CS Capability Area across the large number of capability areas and programmes that will constitute the Backbone.

19. **Principal Duties.** Greater coherence is required across CIS capabilities. The advent of NATO's Digital Backbone initiative is a significant driver for coherence across the programmes that will constitute the capability including Core Services. Core Services are foundational and provides the 'platform' for many capabilities. It must be coherent with dependent programmes and projects. Coherent alignment of capability delivery is critical to inform the management of risk. Regular engagement with dependencies is a lesson identified. A dedicated capacity is required to address pan-programme coherence issues given the complex nature of its services particularly with the possibility of public cloud provision. The Q59 Capability Coherence Analyst will work within the CAP CIS Core Services team reporting to the CS Programme Director (who will also act as Contracting Officer Technical Representative (COTR)). This support is required to ensure that a solid base of specialist and corporate knowledge is available covering the extensive processes

and procedures within the CS area. The contractor will contribute to the development of the NATO Digital Backbone through:

- a. Development, implementation and maintenance of a dependency management plan including a risk adjusted, dependency master schedule (using existing ACT PfMO tooling).
- b. Development, implementation and maintenance of a risk management plan to identify risks within inter and intra dependent programmes and projects to inform programme risk management.
- c. Development, implementation and maintenance of a stakeholder engagement management plan.
- d. Development, implementation and maintains a pan-programme capability level DOTMLPFI³ repository to inform programme DOTMLPFI management.
- e. Support programme reviews carried out by Programme Directors/Project Managers in inter and intra dependent programmes and projects to provide coherence with the CS programme.
- f. In coordination with other Branches (including ACT Requirements Forward and Capability Forward (collocated with ACO in Mons)), monitor and track Urgent Requirements (URs) generated by the Operational Commands to understand their impact on the programme and approvals being developed for Governance.
- g. Collect, analyse and upload data from relevant documents and information to the PfMO iHub (as the single source of truth) and, as necessary, other knowledge management portals (such as the Programme SharePoints and HQ Electronic Data Management System (EDMS)).

³ Doctrine, Organisation, Training, Materiel, Leadership (and education), Personnel, Facilities and Interoperability.

- h. Support to the NATO Defence Planning Process (NDPP) Steps 2-5.
- i. Support CIS service definition within the NATO structure and development of Mid-Term Plans (MTP).
- j. Support as necessary the production of Common Funded Capability Development Model (CFCDGM) artefacts including development of Capability Requirements Briefs (CRBs), Capability Programme Plan (CPPs) for CS and, when required, other areas of the Digital Backbone.
- k. Assist in preparation of and participate in discussions, meetings and workshops as necessary, including but not limited to the taking of notes and Minutes, the preparation of materials, read ahead briefs, Point Papers, and the collection of reference documents and materials.
- l. Provide a weekly 1-page report of reviews and analysis conducted, including issues identified and recommendations.
- m. Provide presentations and additional documents as required by CS PD.

20. **Essential Qualifications.**

- a. **Programme Analysis.** Experienced in the gathering of inter and intra dependency data from a wide domain or portfolio of programmatic areas and carrying out critical thinking to identify and articulate linkages, dependencies, impacts and risk to a defined area (at programme or project level). This has typically involved work spanning the development and implementation of business processes and change to meet identified business needs, acquiring and utilising the necessary resources and skills, within agreed parameters of cost, time and quality.
- b. **Skill Level.** Defines, documents and carries out research and analysis of dependent programmes and project, in a diverse team environment, actively participating in all phases. Identifies, assesses and manages risks to the success of the programme. Agrees programme approach with stakeholders, and prepares realistic plans (including budget, quality, risk and communications plans) and tracks activities against the schedule, managing stakeholder involvement as appropriate. Monitors costs, timescales and resources used, and takes action where these deviate from agreed tolerances.
- c. **Experience.**
 - Demonstrable experience in gathering inter and intra dependency data from a **portfolio of programmatic areas** and carrying out critical thinking and analysis.
 - Demonstrable practical experience of programming capabilities across lines of development such as DOTMLPFI participating and/or advising in programming and/or implementation of CIS/ICT services.
 - Demonstrable domain knowledge of information technology solutions and change management as part of a wider Digital Transformation

endeavour.

- Demonstrable Programme Management experience (Managing Successful Programmes (MSP) preferred not essential).
- Demonstrated excellent analytical, problem solving, verbal and written communication skills.
- Demonstrated ability to work in team environments (both as a contributor and a leader).
- Education - University Degree and 2-years function related experience or a Higher Secondary education and completed advanced vocational training leading to a professional qualification or professional accreditation with 4 years' post-related experience.

21. **Desirable Qualifications.**

- a. Demonstrable Project Management experience (Prince II preferred not essential).
- b. Experience working in NATO at the strategic level is highly desirable but not essential.
- c. NATO CIS experience highly desirable but not essential.
- d. Broad knowledge of CIS capabilities, Cyber Security and Innovation is desirable but not essential.
- e. Broad experience working with military/public at the strategic level is desirable but not essential.
- f. Masters level degree is desirable but not essential.

Q60 SECURITY ARCHITECTURE ANALYST

22. **Role.** Further to the key points made within the description of the workplace Operating Environment above, the focus of the Security Architecture Analyst will be across a broad span of stakeholders. The contractor will need engagement with stakeholders including NATO Headquarters bodies such as the Office of the Chief Information Officer (OCIO) and NATO Office of Security (NOS) including, on as required basis, attendance at the NATO Security Accreditation Board (NSAB). This work will be critical to the broader effort to implement NATO's Digital Backbone ensuring coherence of the CS capability across the large number of capability areas and programmes that will constitute the Backbone.
23. **Principal Duties.** Timely security accreditation is critical to CIS Capability Development. Early engagement with security bodies is a lesson identified. The advent of NATO's Digital Backbone and Digital Transformation ambition is a significant driver for early and sustained engagement with security authorities. A dedicated capacity is required to address security issues given the complex nature of its services particularly with the possibility of public cloud provision. The security Subject Matter Expert (SME) will work within the CAP CIS Core Services team reporting to the CS Programme Director (who will also act as Contracting Officer

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Technical Representative (COTR)). This support is required to ensure that a solid base of specialist and corporate knowledge is available covering the extensive processes and procedures within the CS area. The contractor will contribute to the development of the NATO Digital Backbone through:

- a. Development and Governance approval of the security aspects of CIS Capability Development Plans (CDPs) consistent with NATO Enterprise Architecture, Security Architecture and NATO Security Directives, Policies and Guidelines.
- b. Development of CES capability through the timely submission of the security aspects of Governance of Common Funded Capability Development Model (CFCDGM) management products consistent with NATO Enterprise Architecture, Security Architecture and NATO Security Directives, Policies and Guidelines.
- c. Development of security architectural products as required by iterative drafts of CFCDGM artefacts including development of Operational Requirements Statements (ORS), Capability Requirements Briefs (CRBs), Capability Programme Plan (CPPs) for CS and, when required, other areas of the

Digital Backbone.
- d. Generates high-level capability security architectures and business models for digital services encompassing the Core Services, Core Comms, related CIS (such as Deployable CIS) and Cyber Capability Areas.
- e. Develops use cases/threads to support operational and capability security requirements.
- f. Analysis of security policies, directives and implementation matters to identify and address coherence across dependant projects and programmes.
- g. Ensures effective dialogue with accreditation bodies.
- h. Ensures the delivery of programme outcomes by assessing the through-life security implications on cost, scope, schedule, risk and performance.
- i. Ensures security considerations are coordinated and synchronized with all Subject Matter Experts (SMEs) supporting Capability Development at the management level, especially with users and Host Nation.
- j. Provide security advice for ACT CS Programme of Work (POW) activities across CIS, Cyber and the Enabling, Information Management, Infrastructure and Services Communities of Interest (COIs).
- k. In conjunction with the CIS Operating, Service Provisioning and Implementation Authorities, serve as a security advisor on selected integrated coordination groups like the Capability Management Function

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(CMF) and NATO HQ coordination groups (e.g. Integrated Project Steering Groups).

- l. Collect, analyse and upload data from relevant documents and information to the PfMO iHub (as the single source of truth) and, as necessary, other knowledge management portals (such as the CS Programme SharePoint and HQ Electronic Data Management System (EDMS)).
- m. Support Capability Development Programme Directors with engagement at NATO Office of Security (NOS) and NATO Security Accreditation Board (NSAB) when convened (requires quarterly travel to Europe).
- n. Support the programming of security aspects of visions and concepts developed and approved by the NATO Military Committee.
- o. Support the security integration of national solutions with those produced in NATO.
- p. Support engagement with NATO, the Nations, Partners, Industry, Academia, IOs and NGOs regarding security matters.
- q. Support security requirements identification and validation, and solution concept development.
- r. Assist in preparation of and participate in discussions, meetings and workshops as necessary, including but not limited to the taking of notes and Minutes, the preparation of materials, read ahead briefs, Point Papers, and the collection of reference documents and materials.
- s. Provide a weekly 1-page report of reviews and analysis conducted, including issues identified and recommendations.
- t. Provide presentations and additional documents as required by CS PD.

24. **Essential Qualifications.**

- a. **Security Management.** Experienced in the management of security aspects of CIS programmes (including projects), typically involving the development and implementation of business processes to meet identified business needs, acquiring and utilising the necessary resources and skills, within agreed parameters of cost, timescales, and quality.
- b. **Skill Level.** Defines, documents and carries out security aspects within programmes and projects (typically greater than six months with strategic impact), in a diverse team environment, actively participating in all phases. Identifies, assesses and manages risks to the success of the programme from the security perspective. Agrees security approach with stakeholders, and prepares the security inputs to plans (including input to budget, quality, risk and communications plans). Where specific security projects are

initiated, activities are tracked against the schedule and stakeholder involvement managed as appropriate. Monitors costs, timescales and resources used, and takes action where any security projects deviate from agreed tolerances. Ensures that own projects within a programme are formally closed and that lessons learned are addressed.

c. **Experience.**

- Demonstrable practical experience (participation and/or advice) in programmes on security design and/or implementation of CIS/ICT typically involving business change through an architectural approach within agreed parameters of cost, timescales, and quality.
- The Information Systems Audit and Control Association (ISACA) awarded Certified Information Systems Auditor (CISA) or Certified Information Security Manager (CISM) qualification or equivalent recognised qualifications acceptable to NATO including national military equivalents.
- Demonstrable security domain knowledge of information technology solutions and change management as part of a wider Digital Transformation endeavour.
- Demonstrated excellent analytical, problem solving, verbal and written communication skills.
- Demonstrated ability to work in team environments (both as a contributor and a leader).

- Education - University Degree and 2-years function related experience or a Higher Secondary education and completed advanced vocational training leading to a professional qualification or professional accreditation with 4 years' post-related experience.

25. **Desirable Qualifications.**

- a. Demonstrable Programme or Project Management experience (Managing Successful Programmes (MSP) or Prince II preferred not essential).
- b. Experience working in NATO at the strategic level is highly desirable but not essential.
- c. NATO CIS experience highly desirable but not essential.
- d. Broad knowledge of CIS capabilities and Innovation is desirable but not essential.
- e. Broad experience working with military/public at the strategic level is desirable but not essential.
- f. Masters level degree is desirable but not essential.

Q61 CAPABILITY CHANGE MANAGEMENT ANALYST

26. **Role.** Further to the key points made within the description of the workplace Operating Environment above, the focus of the Q61 Capability Change Management Analyst will be to assist the CS Programme Director with his responsibility to manage programmatic change through the identification, definition and tracing of programmatic benefits and capability level requirements. The breadth of this work includes direct support of the CS Capability Area and, as necessary, other areas of CAP CIS. Depth will range from the working level at SHAPE/ACO (the operational requirement authority) to NCIA that acts as Host Nation for C3 Capability (the technical requirement authority). The contractor will be required to work across various stakeholders to meet CAP CIS objectives including NATO Headquarters bodies such as the Office of the Chief Information Officer (OCIO) and NATO Office of Resources (NOR). This work will be critical to the broader effort to implement NATO's Digital Backbone through managed change.
27. **Principal Duties.** The bedrock of successful capability change management are defined and traceable requirements to achieve programmatic benefits. The Q61 Capability Change Management Analyst will work within the CAP CIS Core Services team reporting to the CS Programme Director (who will also act as Contracting Officer Technical Representative (COTR)). In functional terms, the Analyst will take advice and guidance from Requirements Branch Head (REQ) or his appointed representative. The Q61 Capability Change Management Analyst will work closely with REQ staff and the Requirements Traceability and Quality Branch (RTQ). This increase of this SME capacity is required to ensure that a solid base of digital/CIS specialist and corporate knowledge is available to CAP CIS. The contractor will contribute to the development of Capability including the NATO

Digital Backbone through:

- a. Coordinating the elicitation, capture and development of programmatic benefits and capability requirements across all aspects of DOTMLPFI for the controlled change of assigned Capability Areas from and inclusive of the 'As-Is'/legacy through to 'To-Be'/future instance.
- b. Interact with SHAPE/ACO counterparts to identify, deconstruct, map and clarify underlying operational needs and contribute as necessary to the production of Operational Requirements Statements (ORS), Capability Requirements Briefs (CRBs) and Capability Programme Plans (CPPs).
- c. Develop concepts of operation and courses of action to clarify ORS/CRB including proposals for innovation activities to define requirements.
- d. Monitor requirements developed in all life-cycle stages to ensure integrity and traceability (including the use of existing ACT REQ/RTQ tooling) and to ensure they remain valid, applicable, and continue to satisfy operational user needs.
- e. Support requirements management aspects of NHQ Board and Committee approval processes.

- f. Employ analysis techniques to ensure that change management capability requirements are specific, measurable, acceptable, realistic and time-bound (SMART) and consider a range of cost- effective options during their development and formulation.
- g. In coordination with other Branches (including ACT Requirements Forward and Capability Forward (collocated with ACO in Mons)), monitor and track Urgent Requirements (URs) generated by the Operational Commands to understand their impact the programme and approvals being developed for Governance.
- h. Collect, analyse and upload data from relevant documents and information to the PfMO iHub (as the single source of truth) and, as necessary, other knowledge management portals (such as the Programme SharePoint and HQ Electronic Data Management System (EDMS)).
- i. Support CIS service definition within the NATO structure and development of Mid-Term Plans (MTP).
- j. Support to the NATO Defence Planning Process (NDPP) Steps 2-5.
- k. Assist in preparation of and participate in discussions, meetings and workshops as necessary, including but not limited to the taking of notes and Minutes, the preparation of materials, read ahead briefs, Point Papers, and the collection of reference documents and materials.
- l. Provide a weekly 1-page report of reviews and analysis conducted, including issues identified and recommendations.
- m. Provide presentations and additional documents as required by CS PD.

28. **Essential Qualifications.**

- a. **Programme Change Management.** Experienced in the gathering of benefits and requirements from a wide domain of portfolio/programming of ICT/CIS capability areas and carrying out critical thinking to identify and articulate conditions, constraints and needs to a defined area (at portfolio, programme or project level). This has typically involved work spanning the development and implementation of business processes and change to meet identified business needs, acquiring and utilising the necessary resources and skills, within agreed parameters of cost, time and quality.
- b. **Skill Level.** Defines, documents and carries out research and analysis, in a diverse team environment, actively participating in all phases. Identifies, assesses and manages requirement-derived risks to the success of the programme. Agrees programmatic change management approach with stakeholders and tracks requirement implementation activities to ensure benefit realisation.
- c. **Experience.**

- Demonstrable experience in gathering inter and intra benefits and requirements data from a portfolio of programmatic areas and carrying out critical thinking and analysis.
- Demonstrable practical experience of defining requirements and capabilities across lines of development (such as DOTMLPFI) participating and/or advising in programming and/or implementation of CIS/ICT services.
- Demonstrable domain knowledge of information technology solutions and change management as part of a wider Digital Transformation endeavour.
- Demonstrable experience with a benefits/requirements management information system (IBM Rational DOORS preferred but not essential).
- Demonstrated excellent analytical, problem solving, verbal and written communication skills.
- Demonstrated ability to work in team environments (both as a contributor and a leader).
- Education - University Degree and 2-years function related experience or a Higher Secondary education and completed advanced vocational training leading to a professional qualification or professional accreditation with 4 years' post-related experience.

29. **Desirable Qualifications.**

- a. Demonstrable Programme or Project Management experience (Managing Successful Programmes (MSP) or Prince II preferred not essential).
- b. Experience working in NATO at the strategic level is highly desirable but not essential.
- c. NATO CIS experience highly desirable but not essential.
- d. Broad knowledge of CIS capabilities, Cyber Security and Innovation is desirable but not essential.
- e. Broad experience working with military/public at the strategic level is desirable but not essential.
- f. Masters level degree is desirable but not essential.

Q62 DATA ARCHITECT

30. **Role.** Further to the key points made within the description of the workplace Operating Environment above (Paragraph 11), the focus of the Data Architect will be required to work across a wide variety of stakeholders. The breadth will include gathering strategic level data to support Core Services Capability Development through data exploitation (including understanding legacy data architectures), sourcing artefacts, gap analysis, and archiving/curating of data. The focus of the Data Architect will be external (or 'up and out') to the immediate programming or Capability Development environment. Depth will range from the working level at

ACT and down to subordinate levels within the NATO Command Structure (NCS) to gather data. Importantly, interaction and data gathering will also be required with NATO Agencies and NATO Headquarters bodies such as the C3 Staff, Office of the Chief Information Officer (OCIO), NATO Office of Resources (NOR) and relevant standards bodies. It will involve working closely with entities involved in the NATO Cyber Adaptation Programme. **Most significantly**, this will involve working with data modellers and data scientists within ACT as part of NATO's wider Data Exploitation Framework and Data Exploitation Programme implementation effort. This work will be critical to the broader effort to implement NATO's Digital Transformation strategy.

31. **Principal Duties.** Core Services are foundational and provides the 'platform' for many capabilities. It must be coherent with high-level concepts, initiatives and regulations to name some external drivers. The advent of NATO's Digital Backbone and Digital Transformation ambition makes the need for data rationalisation, robust data gathering, analysis and management greater than ever. Much of this work will emerge from the strategic level. Core Services requires dedicated data architecture capacity to address aspects of the external environment given the complex nature of its services particularly with the possibility of public cloud provision. The Q62 Data Architect will work within the CAP CIS Core Services team reporting to the CS Programme Director (who will also act as Contracting Officer Technical Representative (COTR)). In functional terms, the contractor will work closely with ACT's Data Science and Artificial Intelligence (AI) Section taking guidance and joining data forums and activities as necessary. This support is required to ensure that a solid base of specialist and corporate knowledge is available covering the extensive processes and procedures within the CS area. Thus, the supplier's team member will contribute to the development of the NATO Digital Backbone and NATO's Data Exploitation initiative through:
- a. Reviews of legacy data flows and models undertaking analysis to propose rationalisation of data in accordance with NATO policies and initiatives
 - b. including the Data Exploitation Framework).
 - c. Elicits and documents artefacts including conducting impact assessments and developing trace matrices.
 - d. Organizes and shares relevant data, documents and information including references, architectures, policies, reports and regulatory requirements.
 - e. Applies knowledge to iterative drafts of governance model artefacts driven by evidence and structured for future exploitation.
 - f. Collect and analyse strategic level data using a PESTLE⁴ or alternative and agreed methodology.
 - g. Collect, analyse and upload data from relevant documents and information to the CAP DEV Portfolio Management Office (PfMO) iHub (as the single source of truth) and, as necessary, other knowledge management portals

⁴ Political, Economic, Social, Technological, Legal, and Environmental.

(such as the Programme SharePoints and HQ Electronic Data Management System (EDMS)).

- h. Contribute to the production of Common Funded Capability Development Model (CFCDGM) artefacts including development of Operational Requirements Statements (ORS), Capability Requirements Briefs (CRBs), Capability Programme Plan (CPPs) for CES and, when required, other areas of the Digital Backbone, through the provision of auditable data and references.
- i. Assist in preparation of and participate in discussions, meetings and workshops as necessary, including but not limited to the taking of notes and Minutes, the preparation of materials, read ahead briefs, Point Papers, and the collection of reference documents and materials.
- j. Provide a weekly 1-page report of reviews and analysis conducted, including issues identified and inputs recommendations and solutions to solve the issues.
- k. Provide presentations and additional documents as required by CS PD.

32. **Essential Qualifications.**

- a. **Programme Analysis.** Experienced in the gathering and architecting of data from diverse sources and carrying out critical thinking to identify and articulate programmatic impacts and risk. This has typically involved work spanning the development and implementation of business processes and change to meet identified business needs, acquiring and utilising the necessary resources and skills, within agreed parameters of cost, timescales, and quality.

- b. **Skill Level.** Defines, documents and carries out research and analysis of

datasets associated with programmes and projects (typically greater than six months with strategic impact), in a diverse team environment, actively participating in all phases. Agrees analytical approach with stakeholders preparing realistic plans (including any associated budget, quality, risk and communication issues) and tracks analysis activities against the schedule, managing stakeholder involvement as appropriate.

- c. **Experience.**

- Demonstrable data architect experience through the research, analysis, design and definition of broad datasets that deliver business process change of strategic impact. Experience shown in complex portfolios, programmes and projects typically greater than six months, in diverse team environments, actively participating in all phases of development
- Experience in a data related analytical position (such as a statistical assistant or technician) or architect appointment demonstrating the

gathering of data from diverse sources and carrying out critical thinking to identify and articulate programmatic impacts and risk.

- Demonstrable Data Architecture domain knowledge of information technology solutions and change management as part of a wider **Digital Transformation** endeavour.
- Demonstrated excellent analytical, problem solving, verbal and written communication skills.
- Demonstrated ability to work in team environments (both as a contributor and a leader).
- Education - University Degree and 2-years function related experience or a Higher Secondary education and completed advanced vocational training leading to a professional qualification or professional accreditation with 4 years' post-related experience.

33. Desirable Qualifications.

- a. Demonstrable Programme or Project Management experience (Managing Successful Programmes (MSP) or Prince II preferred not essential).
- b. Experience working in NATO at the strategic level is highly desirable but not essential.
- c. NATO CIS experience highly desirable but not essential.
- d. Broad knowledge of CIS capabilities, Cyber Security and Innovation is desirable but not essential.
- e. Broad experience working with military/public at the strategic level is desirable but not essential.
- f. Masters level degree is desirable but not essential.

Q63 COST MODEL ANALYST

34. **Role.** Further to the key points made within the description of the workplace Operating Environment above, the focus of the Cost Analyst will be supporting business change that will have strategic impact through the analysis of cost. The contractor will be required to work across various stakeholders to meet CAP CIS objectives including NATO Headquarters bodies such as the Office of the Chief Information Officer (OCIO) and NATO Office of Resources (NOR). The breadth includes direct support of the CS Capability Area and, as necessary, other areas of CAP CIS. The Cost Analyst will generate credible, defensible, repeatable, data driven lifecycle cost estimates. The Q64 Operational Effectiveness Analyst will be equally instrumental in this work in order to bring together coherent and robust Analysis of Alternatives (AOA) submissions. The work will be critical to the broader effort to implement NATO's Digital Backbone ensuring coherence of the CS Capability Area across the large number of capability areas and programmes that will constitute the Backbone.

35. **Principal Duties.** Core Services are foundational and provides the 'platform' for many capabilities. The collection and analysing of financial information related to the CS Programme will improve accuracy of budgets and cost forecasts of assigned projects. The advent of NATO's Digital Backbone and Digital Transformation ambition is a significant driver for detailed financial analysis and reports of expenses, including breakdowns of projected costs, forecast of remaining expenses, and opportunities to increase efficiency. Given the complexity of NATO's processes and structures plus the complex nature of the CS Capability Area (particularly with the possibility of public cloud prevision), a dedicated SME is required to undertake cost analysis.
36. This level of effort (labour) requirement will harness and combine the knowledge of a functional Cost SME (possessing a secondary skillset of Digital Transformation) with a deep understanding of the NATO Core Services Capability Area, in order to build robust cost analysis products. Absence of robust cost analysis results in poor alignment of capability delivery and the management of risk.
37. The Q63 Cost Analyst will work within the CAP CIS Core Services team reporting to the CS Programme Director (who will also act as Contracting Officer Technical Representative (COTR)). In functional terms, the Analyst will take advice and guidance from CAP DEV AOA Branch Head (or his appointed representative). The Q64 Operational Effectiveness Analyst will work under the same arrangement. Together (Q63 & Q64), this support is required to ensure that a solid base of specialist and corporate knowledge is available covering the extensive processes and procedures within the CS area. The contractor will contribute to the development of Capability including the NATO Digital Backbone through:
 - a. Life-Cycle Cost (LCC) estimation for CAP CIS Programming artefacts including but not limited to Capability Requirements Briefs (CRBs) and Capability Programme Plans (CPPs).
 - b. Development, documenting and presenting of cost and schedule tolerances for CRBs/CPPs.
 - c. Collect, interpret, and analyse results of programme/project schedule and risk models integrating cost estimates and prepare reports and briefings on analysed results.
 - d. Provide cost analysis to support the Operational Effectiveness (OE) submissions by AOA Branch (noting the Q64 Operational Effectiveness Support Analyst is directly contributing to this effort).
 - e. Support the CPP process by contributing to Capability/Project Description Sheets, and cost/schedule/tolerance tables.
 - f. Provide quality assurance reviews on industry provided cost/schedule/tolerance estimations.
 - g. Support cost estimation policy, guidance and direction, standard operating procedure documentation creation.

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- h. Monitor and report on spend rates for Material projects.
 - i. Calculate and analyse cost variance for Material projects.
 - j. Estimate future spending for Material projects.
 - k. Execution of workshops for cost data collection.
 - l. Generating and maintaining a Master Cost Data and Assumptions List (CDAL).
 - m. Provide quantitative and qualitative analyses and recommendations to improve organizational performance through analysis of cost drivers changes and their impact on strategy, organization structure, process, human capital and culture, information technology, and management practices.
 - n. Undertake cost modelling and supply chain cost analysis.
 - o. Prepare quarterly financial reports for CS PD (and Branch Head AOA) for inclusion in management dashboard reports.
 - p. Assist in preparation of and participate in discussions, meetings and workshops as necessary, including but not limited to the taking of notes and Minutes, the preparation of materials, read ahead briefs, Point Papers, and the collection of reference documents and materials.
 - q. Provide a weekly 1-page report of reviews and analysis conducted, including issues identified and recommendations.
 - r. Provide presentations and additional documents as required by CS PD.
38. **Special Requirements and Additional Duties.**
- a. **Types of Deliverable – Life Cycle Cost (LCC) Estimation Report.** LCC reports will include:
 - Basic definitions, ground rules, boundaries and assumptions used in cost estimation process.
 - Models and methods adopted for costs estimation.
 - Cost Breakdown Structure: DOTMLPFI costs elements data.
 - Identification of the cost drivers, in particular those that differentiate alternatives.
 - Risk and uncertainty assessment, including a set of risk scenarios.
 - Estimated LCC in a format consistent with the results of the estimation method used and with the risk and uncertainty assessment. The required form for presentation of estimate cost includes synthesis as a three-point estimate reflecting Baseline Estimate (Most likely), Optimistic Estimate, and Pessimistic Estimate with example risk

scenarios mapped to each and the degree of confidence in estimation.

- Preparation and briefing/presentation of preliminary and final findings for assigned programming areas.

b. **Quality of Deliverable.** It is expected that all deliverables are developed/delivered in high quality. Reporting deliverables should be produced at the graduate level, in English using the appropriate Microsoft Office Software program. Cost estimates (and their documentation) must comply with NATO STANREC 4755 and 4739, ensuring that they meet the following:

- **Replication.** The contractor must provide a sufficiently detailed audit trail, including documentation of cost data and assumptions list (CDAL) to enable a third party to independently replicate the cost estimates.
- **Rigour.** Where 3rd party or bespoke models or tools are used the contractor must describe the justification for selecting or producing the tool(s), and demonstrate that the tool(s) have been reasonably verified as being free from errors.
- **Rationale.** The contractor must provide justifiable rationale for the selection of the inputs to the proposed models: e.g. chosen analogies, parameter values, labour estimates, cost factors, assumptions, etc.
- **Risk.** The contractor must conduct risk/sensitivity analysis to assess the impact of uncertainty in input values used for the estimate.

39. **Essential Qualifications.**

a. **Cost Management.** Experienced in the analytical skills, excellent organizational skills and attention to detail. Comprehensive understanding of cost accounting principles and procedures. This involves cost analysis work spanning the development and implementation of business processes and change to meet identified business needs, acquiring and utilizing the necessary resources and skills, within agreed parameters of cost, timescale and quality.

b. **Skill Level.** Defines, documents and carries out costing aspects within programmes and projects (typically greater than six months with strategic impact), in a diverse team environment, actively participating in all phases. Agrees life-cycle cost estimation with stakeholders, and prepares the cost related inputs to plans (including input to budget, quality, risk and communications plans). Monitors costs, timescales and resources used, and takes action where any projects deviate from agreed tolerances.

c. **Experience.**

- Demonstrable experience in the analysis of cost of complex CIS/ICT programmes that deliver business change with strategic impact; experience greater than six-months in duration, in a diverse team environment, actively participating in all programmatic phases.
- Demonstrated excellent analytical, problem solving, verbal and written

communication skills.

- Demonstrated ability to work in team environments (both as a contributor and a leader).
- Education - University degree in accounting, finance or equivalent or closely related discipline or a Higher Secondary education and completed advanced vocational training leading to a professional qualification or professional accreditation with 4 years' post-related experience.

40. **Desirable Qualifications.**

- a. Demonstrable Programme or Project Management experience (Managing Successful Programmes (MSP) or Prince II preferred not essential).
- b. Experience working in NATO at the strategic level is highly desirable but not essential.
- c. NATO CIS experience highly desirable but not essential.
- d. Broad knowledge of CIS capabilities, Cyber Security and Innovation is desirable but not essential.
- e. Broad experience working with military/public at the strategic level is desirable but not essential.
- f. Masters level degree is desirable but not essential.

Q64 OPERATIONAL EFFECTIVENESS SUPPORT ANALYST

41. **Role.** Further to the key points made within the description of the workplace 'Operating Environment' above, the focus of the Q64 Operational Effectiveness (OE) Support Analyst will be supporting business change that will have strategic impact through the comparative analysis and interpretation of operational and cost data.
42. The CFCDGM considers a range of acquisition strategy courses of action to address capability requirements, including 'Adopting' solutions (from Nations), 'Buying' solutions (acquiring from Industry), or 'Creating' solutions (bespoke to NATO); collectively referred to as ABC. The varied options are analysed across DOTMLPFI lines of development. To support programming actions, ACT conducts comparative analysis of the OE, ROM LCC and Risk and Opportunities of identified alternatives (considering all DOTMLPFI aspects). The Q64 OE Analyst will lead on OE aspects for CS and associated CAP CIS Capability Areas.
43. The contractor will be required to work across various stakeholders to meet CAP CIS objectives including NATO Headquarters bodies such as the Office of the Chief Information Officer (OCIO) and NATO Office of Resources (NOR). The breadth includes direct support of the CS Capability Area and, as necessary, other areas of CAP CIS. This work will be critical to the broader effort to implement NATO's

Digital Backbone ensuring coherent OE analysis across the large number of capability areas and programmes that will constitute the Backbone.

44. **Principal Duties.** The collection and analysing of OE data related to CAP CIS programmes will drive NATO's ICT/CIS investment decisions. The advent of NATO's Digital Backbone and Digital Transformation ambition is a significant driver for detailed OE analysis. Given the complexity of NATO's processes and structures plus the complex nature of the CAP CIS and the CS Capability Area (particularly with the possibility of public cloud provision), a dedicated SME is required to undertake OE analysis.
45. This level of effort/labour requirement will harness and combine the knowledge of a functional OE analysis SME (possessing a secondary skillset of Digital Transformation) with a deep understanding of the NATO Core Services Capability Area, in order to build robust AOA products.
46. The Q64 OE Analyst will work within the CAP CIS Core Services team reporting to the CS Programme Director (who will also act as Contracting Officer Technical Representative (COTR)). In functional terms, the Analyst will take advice and guidance from CAP DEV AOA Branch Head (or his appointed representative). The Q63 Cost Analyst will work under the same arrangement. Together (Q63 & Q64), this support is required to ensure that a solid base of specialist and corporate knowledge is available covering the extensive processes and procedures within the CAP CIS and CS area. The contractor will contribute to the development of Capability including the NATO Digital Backbone through:
 - a. Deliver **OE⁵ assessments** of assigned Capability Areas through the analysis of the military worth and value that investment and Acquisition Strategies (e.g. ABC) present to the warfighter/user.
 - b. Conduct comparative **analysis of risks** and opportunities presented by the identified alternatives.
 - c. Provide **support to ROM LCC** analysis.
 - d. Conduct combined comparative **Trade-Off Analysis** of candidate alternatives that takes into account costs, risks, and benefits.
 - e. **Identify preferred alternative/s** summarized in a concise analytical report providing all supporting evidence for the recommendation of these alternatives.
 - f. Support development, documenting and presenting of cost and schedule tolerances for CRBs/CPPs.

⁵ The OE or Benefits Analysis assessment analyses the alternatives' (e.g. ABC) ability to meet capability requirements/user need within context of NATO policy (i.e. how well is the capability gap met?) This type of assessment relies on metrics (Measures of Effectiveness (MOEs) & Measures of Performance (MOPs)), policy context (scenarios/ vignettes adopted from threats and scenarios), and appropriate analysis method/s (multi-criteria decision analysis, etc.)

- g. Support CPP process by contributing to Capability/Project Description Sheets, and cost/schedule/tolerance tables.
- h. Support generating and maintaining a Master Cost Data and Assumptions List (CDAL).
- i. Support cost modelling and supply chain cost analysis.
- j. Provide quantitative and qualitative analyses and recommendations to improve organizational performance through analysis of OE drivers changes and their impact on strategy, organization structure, process, human capital and culture, information technology, and management practices.
- k. Assist in preparation of and participate in discussions, meetings and workshops as necessary, including but not limited to the taking of notes and Minutes, the preparation of materials, read ahead briefs, Point Papers, and the collection of reference documents and materials.
- l. Provide a weekly 1-page report of reviews and analysis conducted, including issues identified and recommendations.
- m. Provide presentations and additional documents as required by CS PD.

47. **Essential Qualifications.**

- d. **Operational Analysis.** Comprehensive experience of OE principles and procedures. This involves OE analysis work spanning the development and implementation of business processes and change to meet identified business needs, acquiring and utilizing the necessary resources and skills, within agreed parameters of cost, timescale and quality.
- e. **Skill Level.** Defines, documents and carries out OE aspects within programmes and projects (typically greater than six months with strategic impact), in a diverse team environment, actively participating in all phases. Agrees life-cycle benefits and OE analysis with stakeholders, and prepares OE related inputs to plans.
- f. **Experience.**
 - Demonstrable experience in the OE analysis of complex CIS/ICT programmes that deliver business change with strategic impact; experience greater than six-months in duration, in a diverse team environment, actively participating in all programmatic phases.
 - Demonstrable domain knowledge of information technology solutions and change management as part of a wider Digital Transformation endeavour.
 - Demonstrated excellent analytical, problem solving, verbal and written communication skills.
 - Demonstrated ability to work in team environments (both as a contributor and a leader).

- Education - University degree in accounting, finance, mathematics/numeracy or equivalent or closely related discipline or a Higher Secondary education and completed advanced vocational training leading to a professional qualification or professional accreditation with 4 years' post-related experience.

48. **Desirable Qualifications.**

- a. Demonstrable Programme or Project Management experience (Managing Successful Programmes (MSP) or Prince II preferred not essential).
- b. Experience working in NATO at the strategic level is highly desirable but not essential.
- c. NATO CIS experience highly desirable but not essential.
- d. Broad knowledge of CIS capabilities, Cyber Security and Innovation is desirable but not essential.
- e. Broad experience working with military/public at the strategic level is desirable but not essential.
- f. Masters level degree is desirable but not essential.

P23 LEGACY PROGRAMME SUPPORT ANALYST

49. **Role.** Further to the key points made within the description of the Operating Environment above, the focus of the Legacy Programme Support Analyst is to provide direct support at the programme level to the CS Programme Director. The existing Core Services Programme (Capability Package 150 (CP150)) consists of projects delivering infrastructure, identity, information, gateways and geo-spatial capabilities. These capabilities are in various stages of delivery requiring detailed coordination with the Host Nation (NCIA) project managers. The programme analyst will work 'down and in' while also needing to work across the Development Team including assisting with the development of the successor programme.
50. **Principal Duties.** The contractor will work within the CAP CIS Core Services team reporting to the CS PD (who will also act as Contracting Officer Technical Representative (COTR)). This support is required to ensure that a solid base of specialist and corporate knowledge is available covering the extensive processes and procedures within the CES area. The contractor will contribute to the development of NATO CES through:
 - a. Consulting as appropriate with the CP150 Project Managers of the implementing entities across NATO Commands and Agencies to obtain information necessary for analysis, in order to understand progress at the programmatic level and provide advice to the PD including corrective courses of action.
 - b. Plan and prepare Quarterly Programme Reviews with CP150 Host Nation

Project Managers (primarily NCIA as the implementing entity).

- c. Collect and analyse data covering DOTMLPFI⁶ lines of development from interdependent and dependent capability areas, programmes and projects to maintain coherence with the existing CP150 programme making recommendations as necessary (including implications for the successor programme).
- d. In coordination with other Branches (Requirements Forward and Capability Forward Branches), monitor and track Urgent Requirements (URs) generated by the Operational Commands to understand their impact on existing projects within the programme and any future programme approvals being submitted to Governance.
- e. In coordination with ACT CAP DEV Portfolio Management Office (PfMO) and ACT Staff Element Europe (SEE), prepare draft responses to NATO HQ (NHQ) Investment Committee (IC) submissions and screening reports for CM and PD approval.
- f. Develop and update the CP150 Risk Register at Programme Level to keep in track the Implementation Plan and an Action List to mitigate them.
- g. Collect, analyse and upload data from relevant documents and information to the PfMO iHub (as the single source of truth) and, as necessary, other knowledge management portals (such as the CS Programme SharePoint and HQ Electronic Data Management System (EDMS)).
- h. Support as necessary the production of Common Funded Capability Development Model (CFCDGM) artefacts including development of Capability Requirements Briefs (CRBs), Capability Programme Plan (CPPs) for CS including, specifically, the production and delivery of the Programme Approval Process Schedule (in MS Project).
- i. Assist in preparation of and participate in discussions, meetings and workshops as necessary, including but not limited to the taking of notes and Minutes, the preparation of materials, read ahead briefs, Point Papers, and the collection of reference documents and materials.
- j. Provide a weekly 1-page report of reviews and analysis conducted, including issues identified and inputs recommendations and solutions to solve the issues.
- k. Provide presentations and additional documents as required by CS PD.

51. Essential Qualifications.

- a. Demonstrable experience in management of complex CIS/ICT solutions and change management as part of a wider modernisation endeavour of legacy

⁶ Doctrine, Organisation, Training, Materiel, Leadership (and education), Personnel, Facilities and Interoperability.

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systems. Experience of monitoring legacy projects within agreed time, cost quality tolerances. Experience of identifying, assessing and managing risks.

- b. Project Management experience including CIS/ICT capability requirements development to across broad lines of development (such as DOTMLPFI in a military context).
- c. Demonstrable Project Management experience (Prince II preferred not essential).
- d. Demonstrated excellent analytical, problem solving, verbal and written communication skills.
- e. Demonstrated ability to work in team environments (both as a contributor and a facilitator).
- f. Education - University Degree and 2-years function related experience or a Higher Secondary education and completed advanced vocational training leading to a professional qualification or professional accreditation with 4 years' post-related.

52. Desirable Qualifications.

- a. Demonstrable Programme Management experience (Managing Successful Programmes (MSP) preferred not essential).
- b. Experience working in NATO at the strategic level is highly desirable but not essential.
- c. NATO CIS experience highly desirable but not essential.
- d. Broad knowledge of CIS capabilities, Cyber Security and Innovation is desirable but not essential.
- e. Broad experience working with military/public at the strategic level is desirable but not essential.
- f. Masters level degree is desirable but not essential.

ASPECTS APPLICABLE TO ALL

53. Qualifications Applicable to All.

- a. Proficient as a minimum with Microsoft Office skills including Excel, Word, PowerPoint, Outlook.
- b. Experience with Visio and MS Project desirable not essential.
- c. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading

and Writing) or equivalent is essential.

54. **Proof of Past Performance.** The Contractor is to provide a minimum of one (1) past performance citations (for work within the past ten years) to show that it has successfully completed work that is similar to the requirements outlined in this SOW. References may be submitted in lieu of past performance citations when the experience gleaned is in government, or in-house at a big company, or for an international organization like the EU, etc... The citations/references shall include the following information at a minimum:
- a. Summary of work performed that is similar to or directly relates to this SOW in size, scope and value.
 - b. Status of work (i.e. on-going, complete).
 - c. Date of work performance.
 - d. Name of client/reference.
 - e. Complete contact information for client/reference.
 - f. Permission to contact client for reference.
55. **Special Requirements and Additional Duties.**
- a. **Lessons Learned (LL).** LL is an integrated part of all activities. LL requests, planning, creation, collection, staffing and handling in accordance with the NATO LL Process as an integrated part of any activity. The supplier's employees may be required to perform a similar range of duties elsewhere within the organisation at the same grade without there being any change to the contract.
 - b. **Flexibility Clause.** In order for the command to deal with emergent requirements the supplier's employees may be required to perform other related duties as directed (in particular, the incumbent can expect to work as a member of Working Groups, Project Teams, etc. for defined periods of time within the scope of this SOW).
 - c. **Annual TDY Requirement.** The supplier's employees may be required to undertake Temporary Duty (TDY) and/or travel within and outside NATO's boundaries for up to 15 working days per year.
 - d. **Conduct.** The supplier's employees are expected to conduct themselves in accordance with the current NATO Code of Conduct agreed by the North Atlantic Council (NAC), and thus display the core values of integrity, impartiality, loyalty, accountability, and professionalism.
 - e. **Space.** The work is normally performed in a Normal NATO office-working environment.

56. **Contractor Technical Evaluation / Contractor Supervision.** The supplier's employees shall report to and receive guidance from the COTR while executing this SOW. The COTR can recommend to the Contracting Officer (who has final authority) that the contract/SOW be amended, extended, or cancelled for evolving requirements, new tasking, and/or technical non-performance. The COTR shall provide direction, guidance, access to subject matter experts (SMEs) and support information, as needed (within scope). The COTR shall:
- a. Resolve outstanding disputes, problems, deficiencies, and/or questions on the technical aspects of the SOW.
 - b. Review (and approve) all contractor tasking and deliverables for completeness and accuracy.
 - c. The COTR shall review the Contractor's work at regular intervals as required. The COTR's written approval of work reported and deliverables submitted is mandatory for Contractor invoices to be successfully processed.
57. **Contract Reporting.** The Contractor shall submit a monthly report to the COTR and the Contracting Officer, detailing progress on the SOW for the reporting period. The report shall include, but not be limited to, the following information:
- a. Summary of work (by contractor position) for tasking and deliverables for the reporting period.
 - b. Contract hours expended showing a comparison with budgeted hours.
 - c. Current or anticipated problems/deficiencies and recommended solution.
 - d. The COTR may amend the reporting requirements to receive alternate and/or additional data and information on a more frequent or less frequent basis, and may request other reports that detail designated aspects of the work or methods to remedy problems and deficiencies. The Contracting Officer shall receive a minimum of a monthly report, regardless of COTR changes. However, note that the report is NOT a deliverable subject to acceptance. The Contractor is expected to work closely with ACT personnel, ACO staff, the user community and SMEs. Consequently, the Contractor is expected to promptly address all identified problems and deficiencies, providing the COTR with written information on how problem shall be corrected and any impact to on-going work.
58. **Intellectual Property Rights (IPR).** Specific information to IPR is articulated in the General Terms and Conditions that support this contract (see HQ SACT General Terms and Conditions).
59. **Releasability.** NATO nations have regulations and laws applying to the export of defence related goods by domestic commercial sources to outside entities (such as

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NATO). The products or services under this SOW will need to be releasable to entities identified under the statements made with regard to both the IPR and any applicable export control laws.

60. **Working Materials.**

- a. For on-site work, HQ SACT shall provide all necessary working space, office furniture, telephones, computers, software, peripherals, support equipment, office supplies, classified/unclassified storage space, and access to unclassified and classified NATO wide area networks (WAN, granted on an as needed basis to individuals with appropriate security clearances) and the Internet for work to be performed at all NATO sites. Contractor personnel are not authorized to make any permanent/semi-permanent physical modifications to the HQ SACT facilities. Contractors shall have full access to the Microsoft Office Suite as well as to Microsoft Project.
- b. For off-site (remote) work, HQ SACT shall provide a portable computer (laptop – the same computer used for on-site work) and remote access to the Microsoft Office Suite and Microsoft Project, and no other materiel support. The contractor shall be responsible to provide or ensure the availability of a reliable telephone and internet connection capable of handling voice and data sufficient to perform the tasks under this contract on the same substantial basis as if the contractor were performing tasks on-site. Contractor shall comply with all NATO information security regulations, without exemption nor allowance for off-site performance.

61. **Security.**

- a. **Personnel Clearances.** Contractor personnel shall be responsible for obtaining all needed security clearances prior to starting work at HQ SACT. All Contractors shall have a minimum of a SECRET security clearance (see 11.3) as issued by NATO or the respective national Department of Defence (DOD). No clearance or waiver to this requirement shall be granted, and no Contractor shall be assigned without having the needed clearance in place. If the Contractor Company cannot assign personnel with the required SECRET security clearance on the start date, the company shall be liable for bid non-compliance or immediate contract termination. The Contractor Company must provide advance written proof of the ability to assign fully cleared personnel prior to contract award/start. The Contractor Company is fully responsible for arranging all work visas.
- b. **Security Conditions.** The Contractor must adhere to current security conditions at HQ SACT and other work sites. Contractor personnel shall comply with all local host nation and NATO security provisions and other policies and procedures, as required. The majority of the work required will be conducted at the NATO Unclassified level. However, the possible security classification of the deliverables under this contract may range from

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'not classified' through NATO Secret. All access to classified data shall be on-site.

- c. **Building/Installation Access.** The Contractor is fully responsible for ensuring that they have all needed vehicle passes and decals, and individual access badges and documents for appropriate access to HQ SACT facility. The Contractor Company shall submit requests for site access to SACT HQ, Attention Security Office, 7857 Blandy Road, Suite 100, Norfolk, VA 23551-2490.
 - d. **Electronic Devices.** All Contractor personnel shall abide by the security restrictions regarding carrying and using electronic devices (e.g., laptops, cell phones) in HQ SACT. The Contractor shall be responsible for satisfying the necessary clearance from the HQ SACT Security Office before bringing any such device into HQ SACT work environment.
62. **Export Control.** NATO nations have regulations and laws applying to the export of defence related goods and services originating from domestic commercial sources to foreign entities. Usually under those laws and regulations, NATO is considered a foreign supplier. The following requirements of this SOW are provided in order to allow the bidder/contractor the opportunity to assess the applicability of their pertinent national laws and regulations and take action, as required, Ref.: Part One A, Special Terms & Conditions. The services provided under this SOW generically support requirements generation activities. The services will be rendered at a maximum in the following locations: NATO member nations and future NATO member nations. Persons exposed to the services performed under this SOW will be nationals of NATO member nations working for NATO nation governments.

Terms and Conditions

HQ SACT General Terms & Conditions dated 01/26/2022 and HQ SACT Special Terms and Conditions dated 10/08 apply to this contract and can be reviewed at www.act.nato.int/contracting under *Contractor Information*.

TO STATEMENT OF WORK FOR SUPPORT TO NATO CORE ENTERPRISE SERVICES PROGRAMME / CORE SERVICES DEVELOPMENT TEAM

1. The contractor proposal shall first be assessed for mandatory criteria (compliant/non-compliant). Companies determined non-compliant in this phase shall no longer be considered.
2. The maximum score is 1000 points. The available scoring breakdown is as follows:
 - a. Organisation Core Competence (Digital Transformation) – max 100 points.
 - b. On-site/Partial/Off-site working (to achieve team cohesion) – max 100 points.
 - c. Labour Categories – max 800 points (100 per category).
3. The contractor proposal shall be scored for offered solution. HQ SACT preference is one industry supplier for all labour categories (2.b above). Individuals' résumés must be provided.
4. The contractor proposal shall be scored for offered solution. HQ SACT preference is for on-site work. However, alternative delivery models including partial and off-site working will be considered where the offered solution includes details of how the supplier will overcome time and distance constraints including 'bridging the Atlantic' (2.b above). Nominees' locations must be provided.
5. The proposed key personnel for each labour category (para 2.c above) shall be scored individually against the completed Annex A, Company Proposal, CV and any other supporting documentation. For the purposes of this score, "all proposed key candidates must have at least 60 points (raw) out of the technical score to be considered 'qualified'.
6. HQ SACT reserves the right to conduct technical discussions of nominated candidates. Examples of how contractor meets the minimum criteria are required. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where / how the contractor meets the criteria set forth in this solicitation (please include page number in proposal and/or reference to CV). Point values assignment will be based both on level of knowledge/experience in relation to the tasks contained in the SOW and on the number of years' experience.

Item	Compliant	Non-Compliant
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Company provided at least one past performance citations identifying work successfully completed in the field of transformative Information and Communication Technology (ICT), Portfolio and Programme Management.		
Company is headquartered in one of the NATO Countries with proposed candidates that are citizens of and resident in NATO nations.		
Proposed candidate is/are proficient in the English language (Listening, Speaking, Reading & Writing) SLP3333.		
Proposed candidate/s holds active NATO or National SECRET security clearance.		

COMPANY SCORE CARD

	Item	Range	Score
1	<p>Company submission highlights; the depth of 'Digital Transformation (DT)' expertise and 'tacit know-how' within the parent organisation; and the mechanism by which the 'Core Services Development Team appointees can informally access and leverage this knowledge when required (adding an intangible value to the collective work).</p> <p>For the purposes of this scoring, DT is defined as: 'A supplier's demonstrable record of achievement in delivering transformational business change for a client through the exploitation of digital technologies that were implemented coherently with the modernisation and/or retirement of a client's legacy ICT-estate; beyond technology, the supplier's record illustrates the role people and processes played in transformation.'</p> <p>Bidders should note that beyond its technology landscape, NATO is an inherently complex organisation in terms of the people and processes dimensions of DT.</p>	<p>DT is a core capability of the organisation with a demonstrable track record/expertise (citing examples) with a firm senior leadership commitment to support the supplier's embedded team when necessary – 70 - 100 points</p> <p>Substantial evidence of DT track record/expertise within the portfolio of the parent organisation and a clear commitment/mechanism to leverage wider knowledge – 40 – 69 points</p> <p>Evidence of DT track record/expertise and a commitment/mechanism for means to leverage wider knowledge – 16 - 39 points</p> <p>Some evidence of DT but no clear mechanism to leverage expertise within parent organisation – 1 to 15 points</p>	<p>Max score = 100</p> <p>Score =</p>

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		No evidence of DT – 0 points (remains compliant)	
2	Company proposed candidates available daily for work on site at HQ SACT, 7857 Blandy Road, Suite 100.	Per on-site Candidate – 12.5 points Per off-site candidate – 2 points	Max score = 100 Score =

PROPOSED CANDIDATE SCORING CARD

Q58 NEXT GENERATION PROGRAMME ANALYST

	Item	Range	Score
1	<p>Demonstrable experience in the management of CIS/ICT programmes (including projects), typically involving the development and implementation of business processes to meet identified business needs, acquiring and utilising the necessary resources and skills, within agreed parameters of cost, timescales, and quality.</p>	<p>10+ years demonstrable experience in Programme Management – 18 to 20 pts</p> <p>5-10 years demonstrable experience in Programme Management – 15 to 17 pts</p> <p>3-5 years demonstrable experience in Programme Management – 1 to 15 pts</p> <p>Less than 3 years demonstrable experience in Programme Management or no experience – 0 pts – non compliant</p>	<p>Max pts 20 (20)</p> <p>Scoring =</p>
2	<p>Demonstrable experience in the definition of programmes and projects typically greater than six months with strategic impact, in a diverse team environment, actively participating in all phases. Identifies, assesses and manages risks to the success of the programme.</p>	<p>10+ years demonstrable experience in Programme Management – 13 to 15 pts</p> <p>5-10 years demonstrable experience in Programme Management – 10 to 12 pts</p> <p>3-5 years demonstrable experience in Programme Management – 1 to 9 pts</p> <p>Less than 3 years demonstrable experience in Programme Management or no experience – 0 pts – non compliant</p>	<p>Max pts 15 (35)</p> <p>Scoring =</p>
3	<p>Demonstrable experience in programme management of Information and Communications Technology (ICT) solutions and change management as part of a wider Digital Transformation endeavour.</p>	<p>10+ years demonstrable experience in Programme Management – 9 to 10 pts</p> <p>5-10 years demonstrable experience in Programme Management – 6 to 8 pts</p> <p>3-5 years demonstrable experience in Programme Management – 1 to 5 pts</p> <p>Less than 3 years demonstrable experience – 0 pts remains compliant</p>	<p>Max pts 10 (45)</p> <p>Scoring =</p>

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4	Demonstrable practical experience (participation and/or advice) in programmes on design and/or implementation of CIS/ICT	<p>10+ years demonstrable experience in Programme Management – 9 to 10 pts</p> <p>5-10 years demonstrable experience in Programme Management – 7 to 8 pts</p> <p>3-5 years demonstrable experience in Programme Management – 1 to 6 pts</p> <p>Less than 3 years demonstrable experience in Programme Management or no experience – 0 pts – non compliant</p>	<p>Max pts 10 (55)</p> <p>Scoring =</p>
5	Demonstrable Programme Management Qualification and experience (Managing Successful Programmes (MSP) preferred not essential).	<p>Qualification held for 10+ years – 9 to 10 pts</p> <p>Qualification held for 5-10+ – 7 to 8 pts</p> <p>Qualification held for 3-5 years – 1 to 6 pts</p> <p>Qualification held for less than 3 years – 0 pts (remains compliant)</p>	<p>Max pts 10 (65)</p> <p>Scoring =</p>
6	Demonstrable Project Management Qualification and experience (Prince II preferred not essential).	<p>5+ years demonstrable experience – 5 pts</p> <p>2-5 years demonstrable experience – 2 to 4 pts</p> <p>Less than 2 years demonstrable experience – 1 pt</p> <p>No experience – 0 pts (remains compliant)</p>	<p>Max pts 5 (70)</p> <p>Scoring =</p>
7	Demonstrated excellent analytical, problem solving, verbal and written communication skills.	<p>10+ years' work experience demonstrated in national/NATO military acquisition or capability development teams – 4 to 5 pts</p> <p>5-10 years' work experience demonstrated in national/NATO military or federal / govt acquisition or capability development teams – 2 to 3 pts</p> <p>3-5 years' work experience demonstrated in national/NATO military or federal / govt acquisition or capability development teams – 1 pt</p>	<p>Max pts 5 (75)</p> <p>Scoring =</p>

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		No past work experience – 0 pts (non-compliant)	
8	Demonstrated ability to work in team environments (both as a contributor and a leader).	<p>10+ years' work experience demonstrated in national/NATO military acquisition or capability development teams – 4 to 5 pts</p> <p>5-10 years' work experience demonstrated in national/NATO military or federal / govt acquisition or capability development teams – 2 to 3 pts</p> <p>3-5 years' work experience demonstrated in national/NATO military or federal / govt acquisition or capability development teams – 1 pt</p> <p>No past work experience – 0 pts (non-compliant)</p>	<p>Max pts 5 (80)</p> <p>Scoring =</p>
9	Masters University Degree and related experience.	<p>10+ years demonstrable ability or equivalent qualifications – 9 to 10 pts</p> <p>5-10 years demonstrable ability or equivalent qualifications – 5 to 8 pts</p> <p>Less than 5 years demonstrable ability or equivalent qualifications – 1 to 4 pts</p> <p>No qualification or equivalent qualifications – 0 pts (non-compliant)</p>	<p>Max pts 10 (90)</p> <p>Scoring =</p>
10	Demonstrable experience working in NATO at the strategic level.	<p>NHQ/ACO/ACT/Agencies 2 pts</p> <p>NATO Command Structure (NCS) 1 pt</p> <p>0 pts - remains compliant</p>	<p>Max pts 2 (92)</p> <p>Scoring =</p>
11	Demonstrable experience in NATO CIS.	<p>NHQ/ACO/ACT/Agencies 2 pts</p> <p>NCS 1 pt</p> <p>0 pts - remains compliant</p>	<p>Max pts 2 (94)</p> <p>Scoring =</p>
12	Demonstrable broad knowledge of Cyber and Innovation.	<p>Cyber & Innovation 2 pts</p> <p>One domain 1 pt</p> <p>0 pts - remains compliant</p>	<p>Max pts 2 (96)</p> <p>Scoring =</p>

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13	Demonstrable broad experience working with military/public at the strategic level.	Mil/Federal/Govt 2 pts Mil only 1 pt 0 pts - remains compliant	Max pts 2 (98) Scoring =
14	Qualifications above the Masters level such as Chartered Engineer status or a Doctorate in Professional Practice/Doctor of Professional Studies or their equivalences is desirable but not essential.	Chartered Engineer 2 pts Dr in Practice or Multiple Masters 1 pt 0 pts - remains compliant	Max pts 2 (100) Scoring =

Q59 CAPABILITY COHERENCE ANALYST

	Item	Range	Score
1	Demonstrable experience in the gathering of inter and intra dependency data from a wide domain or portfolio of programmatic areas and carrying out critical thinking and analysis to identify and articulate linkages, dependencies, impacts and risk to a defined area (at programme or project level). This has typically involved work spanning the development and implementation of business processes and change to meet identified business needs, acquiring and utilising the necessary resources and skills, within agreed parameters of cost, time and quality.	10+ years demonstrable experience – 21 to 25 pts 5-10 years demonstrable experience – 15 to 20 pts 3-5 years demonstrable experience – 1 to 14 pts Less than 3 years demonstrable experience or no experience – 0 pts – non compliant	Max pts 25 (25) Scoring =
2	Demonstrable practical experience of programming capabilities across lines of development (such as DOTMLPFI) participating and/or advising in programming and/or implementation of CIS/ICT services.	10+ years demonstrable experience in Programme Management – 16 to 20 pts 5-10 years demonstrable experience in Programme Management – 11 to 15 pts 3-5 years demonstrable experience in Programme Management – 1 to 10 pts Less than 3 years demonstrable experience in Programme Management or no experience – 0 pts – non compliant	Max pts 20 (45) Scoring =
3	Demonstrable domain knowledge of information technology solutions and change management as part of a wider Digital Transformation endeavour.	10+ years demonstrable experience in Programme Management – 13 to 15 pts 5-10 years demonstrable experience in Programme Management – 10 to 12 pts 3-5 years demonstrable	Max pts 15 (60) Scoring =

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		<p>experience in Programme Management – 1 to 9 pts</p> <p>Less than 3 years demonstrable experience – 0 pts remains compliant</p>	
4	<p>Demonstrable Programme Management Qualification and experience (Managing Successful Programmes (MSP) preferred not essential).</p>	<p>Qualification held for 10+ years – 9 to 10 pts</p> <p>Qualification held for 5-10+ – 7 to 8 pts</p> <p>Qualification held for 3-5 years – 1 to 6 pts</p> <p>Qualification held for less than 3 years – 0 pts (remains compliant)</p>	<p>Max pts 10 (70)</p> <p>Scoring =</p>
5	<p>Demonstrable Project Management Qualification and experience (Prince II preferred not essential).</p>	<p>5+ years demonstrable experience – 5 pts</p> <p>2-5 years demonstrable experience – 2 to 4 pts</p> <p>Less than 2 years demonstrable experience – 1 pt</p> <p>No experience – 0 pts (remains compliant)</p>	<p>Max pts 5 (75)</p> <p>Scoring =</p>
6	<p>Demonstrated excellent analytical, problem solving, verbal and written communication skills.</p>	<p>10+ years' work experience demonstrated in national/NATO military acquisition or capability development teams – 4 to 5 pts</p> <p>5-10 years' work experience demonstrated in national/NATO military or federal / govt acquisition or capability development teams – 2 to 3 pts</p> <p>3-5 years' work experience demonstrated in national/NATO military or federal / govt acquisition or capability development teams – 1 pt</p> <p>No past work experience – 0 pts (non-compliant)</p>	<p>Max pts 5 (80)</p> <p>Scoring =</p>

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7	Demonstrated ability to work in team environments (both as a contributor and a leader).	<p>10+ years' work experience demonstrated in national/NATO military acquisition or capability development teams – 4 to 5 pts</p> <p>5-10 years' work experience demonstrated in national/NATO military or federal / govt acquisition or capability development teams – 2 to 3 pts</p> <p>3-5 years' work experience demonstrated in national/NATO military or federal / govt acquisition or capability development teams – 1 pt</p> <p>No past work experience – 0 pts (non-compliant)</p>	<p>Max pts 5 (85)</p> <p>Scoring =</p>
8	University Degree and 2-years function related experience; or a Higher Secondary education qualification and advanced vocational training completed leading to a professional qualification; or professional accreditation with 4 years' post-related experience.	<p>10+ years demonstrable ability or equivalent qualifications – 5 pts</p> <p>5-10 years demonstrable ability or equivalent qualifications – 3 to 4 pts</p> <p>Less than 5 years demonstrable ability or equivalent qualifications – 1 to 2 pts</p> <p>No qualification or equivalent qualifications – 0 pts (non-compliant)</p>	<p>Max pts 5 (90)</p> <p>Scoring =</p>
9	Demonstrable experience working in NATO at the strategic level.	<p>NHQ/ACO/ACT/Agencies 2 pts</p> <p>NCS 1 pt</p> <p>0 pts - remains compliant</p>	<p>Max pts 2 (92)</p> <p>Scoring =</p>
10	Demonstrable experience in NATO CIS.	<p>NHQ/ACO/ACT/Agencies 2 pts</p> <p>NCS 1 pt</p> <p>0 pts - remains compliant</p>	<p>Max pts 2 (94)</p> <p>Scoring =</p>
11	Demonstrable broad knowledge of Cyber and Innovation.	<p>Cyber & Innovation up to 2 pts</p> <p>One domain 1 pt</p> <p>0 pts - remains compliant</p>	<p>Max pts 2 (96)</p> <p>Scoring =</p>
12	Demonstrable broad experience working with military/public at the strategic.	<p>Mil/Federal/Govt to 2 pts</p> <p>Mil only 1 pt</p> <p>0 pts - remains compliant</p>	<p>Max pts 2 (98)</p> <p>Scoring =</p>

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13	Masters level university degree.	MSc 2 pts Others (MAs/MBAs, etc.) 1 pt 0 pts - remains compliant	Max pts 2 (100) Scoring =
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Q60 SECURITY ARCHITECTURE ANALYST

	Item	Range	Score
1	Demonstrable practical experience (participation and/or advice) in programme security design and/or implementation of CIS/ICT typically involving business change through an architectural approach within agreed parameters of cost, timescales, and quality.	10+ years demonstrable experience demonstrated in national/NATO military – 21 to 25 pts 5-10 years demonstrable experience demonstrated in national/NATO military or federal / govt – 15 to 20 pts 3-5 years demonstrable experience demonstrated in national/NATO military or federal / govt – 1 to 15 pts Less than 3 years demonstrable experience or no experience – 0 pts – non compliant	Max pts 25 (25) Scoring =
2	The Information Systems Audit and Control Association (ISACA) awarded Certified Information Systems Auditor (CISA); or Certified Information Security Manager (CISM) qualification; or equivalent recognised qualifications and experience acceptable to NATO including national military equivalents.	Qualification held for 10+ years – 21 to 25 pts Qualification held for 5-10+ years – 16 to 20 pts Qualification held for 3-5 years – 11 to 15 pts Qualification held for less than 3 years – 1 to 10 pts (remains compliant) No qualification/experience – non-compliant	Max pts 25 (50) Scoring =
3	Demonstrable security domain knowledge of information technology solutions and change management as part of a wider Digital Transformation endeavour.	10+ years demonstrable experience – 18 to 20 pts 5-10 years demonstrable experience – 15 to 18 pts 3-5 years demonstrable experience – 1 to 15 pts Less than 3 years demonstrable experience – 0 pts remains	Max pts 20 (70) Scoring =

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		compliant	
4	Demonstrable Programme or Project Management experience (Managing Successful Programmes (MSP) or Prince II preferred not essential).	<p>5+ years demonstrable experience – 5 pts</p> <p>2-5 years demonstrable experience – 2 to 4 pts</p> <p>Less than 2 years demonstrable experience – 1 pt</p> <p>No experience – 0 pts (remains compliant)</p>	<p>Max pts 5 (75)</p> <p>Scoring =</p>
5	Demonstrated excellent analytical, problem solving, verbal and written communication skills.	<p>10+ years' work experience demonstrated in national/NATO military acquisition or capability development teams – 4 to 5 pts</p> <p>5-10 years' work experience demonstrated in national/NATO military or federal / govt acquisition or capability development teams – 2 to 3 pts</p> <p>3-5 years' work experience demonstrated in national/NATO military or federal / govt acquisition or capability development teams – 1 pt</p> <p>No past work experience – 0 pts (non-compliant)</p>	<p>Max pts 5 (80)</p> <p>Scoring =</p>
6	Demonstrated ability to work in team environments (both as a contributor and a leader).	<p>10+ years' work experience demonstrated in national/NATO military acquisition or capability development teams – 4 to 5 pts</p> <p>5-10 years' work experience demonstrated in national/NATO military or federal / govt acquisition or capability development teams – 2 to 3 pts</p> <p>3-5 years' work experience demonstrated in national/NATO military or federal / govt acquisition or capability development teams – 1 pt</p> <p>No past work experience – 0 pts (non-compliant)</p>	<p>Max pts 5 (85)</p> <p>Scoring =</p>
7	University Degree and 2-years function related experience; or a Higher Secondary education qualification and advanced vocational training completed leading to a professional qualification; or professional accreditation with 4 years' post-related	<p>10+ years demonstrable ability or equivalent qualifications – 5 pts</p> <p>5-10 years demonstrable ability or equivalent qualifications</p>	<p>Max pts 5 (90)</p> <p>Scoring =</p>

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	experience.	<p>– 3 to 4 pts</p> <p>Less than 5 years demonstrable ability or equivalent qualifications – 1 to 2 pts</p> <p>No qualification or equivalent qualifications – 0 pts (non-compliant)</p>	
8	Demonstrable experience working in NATO at the strategic level.	NHQ/ACO/ACT/Agencies 2 pts NCS 1 pt 0 pts - remains compliant	<p>Max pts 2 (92)</p> <p>Scoring =</p>
9	Demonstrable experience in NATO CIS.	NHQ/ACO/ACT/Agencies 2 pts NCS 1 pt 0 pts - remains compliant	<p>Max pts 2 (94)</p> <p>Scoring =</p>
10	Demonstrable broad knowledge of CIS capabilities and Innovation.	CIS & Innovation 2 pts One domain 1 pt 0 pts - remains compliant	<p>Max pts 2 (96)</p> <p>Scoring =</p>
11	Demonstrable broad experience working with military/public at the strategic.	Mil/Federal/Govt 2 pts Mil only 1 pt 0 pts - remains compliant	<p>Max pts 2 (98)</p> <p>Scoring =</p>
12	Masters level university degree.	MSc 2 pts Others (MAs/MBAs, etc.) 1 pt 0 pts - remains compliant	<p>Max pts 2 (100)</p> <p>Scoring =</p>

Q61 CAPABILITY CHANGE MANAGEMENT ANALYST

	Item	Range	Score
1	Demonstrable experience in the gathering of benefits and requirements from a wide domain of portfolio/programming of ICT/CIS capability areas and carrying out critical thinking to identify and articulate conditions, constraints and needs to a defined area (at portfolio, programme or project level).	<p>10+ years demonstrable experience – 21 to 25 pts</p> <p>5-10 years demonstrable experience – 11 to 20 pts</p> <p>3-5 years demonstrable experience – 1 to 10 pts</p> <p>Less than 3 years demonstrable experience or no experience – 0</p>	<p>Max pts 25 (25)</p> <p>Scoring =</p>

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		pts – non compliant	
2	Demonstrable practical experience of programming capabilities across lines of development (such as DOTMLPFI) participating and/or advising in programming and/or implementation of CIS/ICT services.	<p>10+ years demonstrable experience in Programme Management – 16 to 20 pts</p> <p>5-10 years demonstrable experience in Programme Management – 11 to 15 pts</p> <p>3-5 years demonstrable experience in Programme Management – 1 to 10 pts</p> <p>Less than 3 years demonstrable experience in Programme Management or no experience – 0 pts – non compliant</p>	<p>Max pts 20 (45)</p> <p>Scoring =</p>
3	Demonstrable domain knowledge of information technology solutions and change management as part of a wider Digital Transformation endeavour.	<p>10+ years demonstrable experience in Programme Management – 13 to 15 pts</p> <p>5-10 years demonstrable experience in Programme Management – 9 to 12 pts</p> <p>3-5 years demonstrable experience in Programme Management – 1 to 8 pts</p> <p>Less than 3 years demonstrable experience – 0 pts remains compliant</p>	<p>Max pts 15 (60)</p> <p>Scoring =</p>
4	Demonstrable Programme or Project Management Qualification and experience (Managing Successful Programmes (MSP) or Prince II preferred not essential).	<p>5+ years demonstrable experience – 5 pts</p> <p>2-5 years demonstrable experience – 2 to 4 pts</p> <p>Less than 2 years demonstrable experience – 1 pt</p> <p>No experience – 0 pts (remains compliant)</p>	<p>Max pts 5 (65)</p> <p>Scoring =</p>
5	Demonstrable experience with a benefits/requirements management information system (IBM Rational DOORS preferred but not essential).	<p>5+ years demonstrable experience – 9 to 10 pts</p> <p>2-5 years demonstrable experience – 5 to 8 pts</p> <p>Less than 2 years demonstrable experience – 1 to 4 pts</p> <p>No experience – 0 pts (remains compliant)</p>	<p>Max pts 10 (75)</p> <p>Scoring =</p>

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6	Demonstrated excellent analytical, problem solving, verbal and written communication skills.	<p>10+ years' work experience demonstrated in national/NATO military acquisition or capability development teams – 4 to 5 pts</p> <p>5-10 years' work experience demonstrated in national/NATO military or federal / govt acquisition or capability development teams – 2 to 3 pts</p> <p>3-5 years' work experience demonstrated in national/NATO military or federal / govt acquisition or capability development teams – 1 pt</p> <p>No past work experience – 0 pts (non-compliant)</p>	<p>Max pts 5 (80)</p> <p>Scoring =</p>
7	Demonstrated ability to work in team environments (both as a contributor and a leader).	<p>10+ years' work experience demonstrated in national/NATO military acquisition or capability development teams – 4 to 5 pts</p> <p>5-10 years' work experience demonstrated in national/NATO military or federal / govt acquisition or capability development teams – 2 to 3 pts</p> <p>3-5 years' work experience demonstrated in national/NATO military or federal / govt acquisition or capability development teams – 1 pt</p> <p>No past work experience – 0 pts (non-compliant)</p>	<p>Max pts 5 (85)</p> <p>Scoring =</p>
8	University Degree and 2-years function related experience; or a Higher Secondary education qualification and advanced vocational training completed leading to a professional qualification; or professional accreditation with 4 years' post-related experience.	<p>10+ years demonstrable ability or equivalent qualifications – 5 pts</p> <p>5-10 years demonstrable ability or equivalent qualifications – 3 to 4 pts</p> <p>Less than 5 years demonstrable ability or equivalent qualifications – 1 to 2 pts</p> <p>No qualification or equivalent qualifications – 0 pts (non-compliant)</p>	<p>Max pts 5 (90)</p> <p>Scoring =</p>

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9	Demonstrable experience working in NATO at the strategic level.	NHQ/ACO/ACT/Agencies 2 pts NCS 1 pt 0 pts - remains compliant	Max pts 2 (92) Scoring =
10	Demonstrable experience in NATO CIS.	NHQ/ACO/ACT/Agencies 2 pts NCS 1 pt 0 pts - remains compliant	Max pts 2 (94) Scoring =
11	Demonstrable broad knowledge of Cyber and Innovation.	Cyber & Innovation 2 pts One domain 1 pt 0 pts - remains compliant	Max pts 2 (96) Scoring =
12	Demonstrable broad experience working with military/public at the strategic.	Mil/Federal/Govt 2 pts Mil only 1 pt 0 pts - remains compliant	Max pts 2 (98) Scoring =
13	Masters level university degree.	MSc 2 pts Others (MAs/MBAs, etc.) 1 pt 0 pts - remains compliant	Max pts 2 (100) Scoring =

Q62 DATA ARCHITECT

	Item	Range	Score
1	Demonstrable experience in the research, analysis and definition of broad datasets that deliver business process change of strategic impact. Experience shown in complex portfolios, programmes and projects typically greater than six months, in diverse team environments, actively participating in all phases of development.	10+ years demonstrable experience in Data Architecture – 21 to 25 pts 5-10 years demonstrable experience in Data Architecture – 11 to 20 pts 3-5 years demonstrable experience in Data Architecture – 1 to 10 pts Less than 3 years demonstrable experience in Data Architecture or no experience – 0 pts (non-compliant)	Max pts 25 (25) Scoring =

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2	Experience in a data related analytical position (such as a statistical assistant or technician) or architect appointment demonstrating the gathering of data from diverse sources and carrying out critical thinking to identify and articulate programmatic impacts and risk.	<p>10+ years demonstrable experience in a data architectural role – 21 to 25 pts</p> <p>5-10 years demonstrable experience in a data architectural role – 11 to 20 pts</p> <p>3-5 years demonstrable experience in a data architectural role – 1 to 10 pts</p> <p>Less than 3 years demonstrable experience in a data architectural role or no experience – 0 pts (non-compliant)</p>	<p>Max pts 25 (50)</p> <p>Scoring =</p>
3	Demonstrable Data Architecture domain knowledge of information technology solutions and change management as part of a wider Digital Transformation endeavour.	<p>10+ years demonstrable experience in Programme Management – 18 to 20 pts</p> <p>5-10 years demonstrable experience in Programme Management – 12 to 18 pts</p> <p>3-5 years demonstrable experience in Programme Management – 1 to 11 pts</p> <p>Less than 3 years demonstrable experience in Programme Management or no experience – 0 pts – remains compliant</p>	<p>Max pts 20 (70)</p> <p>Scoring =</p>
4	Demonstrable Programme or Project Management experience (Managing Successful Programmes (MSP) or Prince II preferred not essential).	<p>5+ years demonstrable experience – 5 pts</p> <p>2-5 years demonstrable experience – 2 to 4 pts</p> <p>Less than 2 years demonstrable experience – 1 pt</p> <p>No experience – 0 pts (remains compliant)</p>	<p>Max pts 5 (75)</p> <p>Scoring =</p>
5	Demonstrated excellent analytical, problem solving, verbal and written communication skills.	<p>10+ years' work experience demonstrated in national/NATO military acquisition or capability development teams – 4 to 5 pts</p> <p>5-10 years' work experience demonstrated in national/NATO military or federal / govt acquisition or capability development teams – 2 to 3 pts</p> <p>3-5 years' work experience demonstrated in national/NATO military or federal / govt acquisition or capability development teams – 1 pt</p>	<p>Max pts 5 (80)</p> <p>Scoring =</p>

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		No past work experience – 0 pts (non-compliant)	
6	Demonstrated ability to work in team environments (both as a contributor and a leader).	<p>10+ years' work experience demonstrated in national/NATO military acquisition or capability development teams – 4 to 5 pts</p> <p>5-10 years' work experience demonstrated in national/NATO military or federal / govt acquisition or capability development teams – 2 to 3 pts</p> <p>3-5 years' work experience demonstrated in national/NATO military or federal / govt acquisition or capability development teams – 1 pt</p> <p>No past work experience – 0 pts (non-compliant)</p>	<p>Max pts 5 (85)</p> <p>Scoring =</p>
7	University Degree and 2-years function related experience; or a Higher Secondary education qualification and advanced vocational training completed leading to a professional qualification; or professional accreditation with 4 years' post-related experience.	<p>10+ years demonstrable ability or equivalent qualifications – 5 pts</p> <p>5-10 years demonstrable ability or equivalent qualifications – 3 to 4 pts</p> <p>Less than 5 years demonstrable ability or equivalent qualifications – 1 to 2 pts</p> <p>No qualification or equivalent qualifications – 0 pts (non-compliant)</p>	<p>Max pts 5 (90)</p> <p>Scoring =</p>
8	Demonstrable experience working in NATO at the strategic level.	<p>NHQ/ACO/ACT/Agencies 2 pts</p> <p>NCS 1 pt</p> <p>0 pts - remains compliant</p>	<p>Max pts 2 (92)</p> <p>Scoring =</p>
9	Demonstrable experience in NATO CIS.	<p>NHQ/ACO/ACT/Agencies 2 pts</p> <p>NCS 1 pt</p> <p>0 pts - remains compliant</p>	<p>Max pts 2 (94)</p> <p>Scoring =</p>
10	Demonstrable broad knowledge of Cyber and Innovation.	<p>Cyber & Innovation 2 pts</p> <p>One domain 1 pt</p> <p>0 pts - remains compliant</p>	<p>Max pts 2 (96)</p> <p>Scoring =</p>

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11	Demonstrable broad experience working with military/public at the strategic.	Mil/Federal/Govt 2 pts Mil only 1 pt 0 pts - remains compliant	Max pts 2 (98) Scoring =
12	Masters level university degree.	MSc 2 pts Others (MAs/MBAs, etc.) 1 pt 0 pts - remains compliant	Max pts 2 (100) Scoring =

Q63 COST MODEL ANALYST

	Item	Range	Score
1	Demonstrable experience in the analysis of cost of complex CIS/ICT programmes that deliver business change with strategic impact ; experience greater than six-months in duration, in a diverse team environment, actively participating in all programmatic phases.	10+ years demonstrable cost analysis experience – 36 to 40 pts 5-10 years demonstrable cost analysis experience – 26 to 35 pts 3-5 years demonstrable experience cost analysis – 1 to 25 pts Less than 3 years demonstrable cost analysis experience or no experience – 0 pts (non-compliant)	Max pts 40 (40) Scoring =
2	Demonstrable cost domain knowledge of information technology solutions and change management as part of a wider Digital Transformation endeavour.	10+ years demonstrable experience in Programme Management – 20 to 25 pts 5-10 years demonstrable experience in Programme Management – 15 to 20 pts 3-5 years demonstrable experience in Programme Management – 1 to 15 pts Less than 3 years demonstrable experience in Programme Management or no experience – 0 pts (non-compliant)	Max pts 25 (65) Scoring =
3	Demonstrable Programme or Project Management experience (Managing Successful Programmes (MSP) or Prince II preferred not essential).	5+ years demonstrable experience – 5 pts 2-5 years demonstrable experience – 2 to 4 pts	Max pts 5 (70)

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		<p>Less than 2 years demonstrable experience – 1 pt</p> <p>No experience – 0 pts (remains compliant)</p>	Scoring =
4	Demonstrated excellent analytical, problem solving, verbal and written communication skills.	<p>10+ years' work experience demonstrated in national/NATO military acquisition or capability development teams – 4 to 5 pts</p> <p>5-10 years' work experience demonstrated in national/NATO military or federal / govt acquisition or capability development teams – 2 to 3 pts</p> <p>3-5 years' work experience demonstrated in national/NATO military or federal / govt acquisition or capability development teams – 1 pt</p> <p>No past work experience – 0 pts (non-compliant)</p>	<p>Max pts 5 (75)</p> <p>Scoring =</p>
5	Demonstrated ability to work in team environments (both as a contributor and a leader).	<p>10+ years' work experience demonstrated in national/NATO military acquisition or capability development teams – 4 to 5 pts</p> <p>5-10 years' work experience demonstrated in national/NATO military or federal / govt acquisition or capability development teams – 2 to 3 pts</p> <p>3-5 years' work experience demonstrated in national/NATO military or federal / govt acquisition or capability development teams – 1 pt</p> <p>No past work experience – 0 pts (non-compliant)</p>	<p>Max pts 5 (80)</p> <p>Scoring =</p>
6	Education - University degree in accounting, finance or equivalent or closely related discipline or a Higher Secondary education and completed advanced vocational training leading to a professional qualification or professional accreditation with 4 years' post-related experience.	<p>10+ years demonstrable ability or equivalent qualifications – 9 to 10 pts</p> <p>5-10 years demonstrable ability or equivalent qualifications – 5 to 8 pts</p> <p>Less than 5 years demonstrable ability or equivalent qualifications – 1 to 4 pts</p> <p>No qualification or equivalent</p>	<p>Max pts 10 (90)</p> <p>Scoring =</p>

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		qualifications – 0 pts (non-compliant)	
7	Demonstrable experience working in NATO at the strategic level.	NHQ/ACO/ACT/Agencies 2 pts NCS 1 pt 0 pts - remains compliant	Max pts 2 (92) Scoring =
8	Demonstrable experience in NATO CIS.	NHQ/ACO/ACT/Agencies 2 pts NCS 1 pt 0 pts - remains compliant	Max pts 2 (94) Scoring =
9	Demonstrable broad knowledge of Cyber and Innovation.	Cyber & Innovation 2 pts One domain 1 pt 0 pts - remains compliant	Max pts 2 (96) Scoring =
10	Demonstrable broad experience working with military/public at the strategic level.	Mil/Federal/Govt 2 pts Mil only 1 pt 0 pts - remains compliant	Max pts 2 (98) Scoring =
11	Masters level university degree.	MSc 2 pts Others (MAs/MBAs, etc.) 1 pt 0 pts - remains compliant	Max pts 2 (100) Scoring =

Q64 OPERATIONAL EFFECTIVENESS SUPPORT ANALYST

	Item	Range	Score
1	Demonstrable Operational Effectiveness (OE) experience in the analysis of cost of complex CIS/ICT programmes that deliver business change with strategic impact ; experience greater than six-months in duration, in a diverse team environment, actively participating in all programmatic phases.	10+ years demonstrable cost analysis experience – 41 to 45 pts 5-10 years demonstrable cost analysis experience – 31 to 40 pts 3-5 years demonstrable experience cost analysis – 1 to 30 pts Less than 3 years demonstrable cost analysis experience or no experience – 0 pts (non-compliant)	Max pts 45 (45) Scoring =
2	Demonstrable domain knowledge of information technology solutions and change	10+ years demonstrable experience in Programme	Max pts 25

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	management as part of a wider Digital Transformation endeavour.	<p>Management – 21 to 25 pts</p> <p>5-10 years demonstrable experience in Programme Management – 16 to 20 pts</p> <p>3-5 years demonstrable experience in Programme Management – 1 to 15 pts</p> <p>Less than 3 years demonstrable experience – 0 pts remains compliant</p>	<p>(70)</p> <p>Scoring =</p>
3	Demonstrable Programme or Project Management experience (Managing Successful Programmes (MSP) or Prince II preferred not essential).	<p>5+ years demonstrable experience – 5 pts</p> <p>2-5 years demonstrable experience – 2 to 4 pts</p> <p>Less than 2 years demonstrable experience – 1 pt</p> <p>No experience – 0 pts (remains compliant)</p>	<p>Max pts 5 (75)</p> <p>Scoring =</p>
4	Demonstrated excellent analytical, problem solving, verbal and written communication skills.	<p>10+ years' work experience demonstrated in national/NATO military acquisition or capability development teams – 4 to 5 pts</p> <p>5-10 years' work experience demonstrated in national/NATO military or federal / govt acquisition or capability development teams – 2 to 3 pts</p> <p>3-5 years' work experience demonstrated in national/NATO military or federal / govt acquisition or capability development teams – 1 pts</p> <p>No past work experience – 0 pts (non-compliant)</p>	<p>Max pts 5 (80)</p> <p>Scoring =</p>
5	Demonstrated ability to work in team environments (both as a contributor and a leader).	<p>10+ years' work experience demonstrated in national/NATO military acquisition or capability development teams – 4 to 5 pts</p> <p>5-10 years' work experience demonstrated in national/NATO military or federal / govt acquisition or capability development teams – 2 to 3 pts</p> <p>3-5 years' work experience demonstrated in national/NATO military or federal / govt acquisition or capability development teams – 1 pt</p>	<p>Max pts 5 (85)</p> <p>Scoring =</p>

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		No past work experience – 0 pts (non-compliant)	
6	Education - University degree in mathematics/numeracy, accounting, finance or equivalent or closely related discipline or a Higher Secondary education and completed advanced vocational training leading to a professional qualification or professional accreditation with 4 years' post-related experience.	10+ years demonstrable ability or equivalent qualifications – 5 pts 5-10 years demonstrable ability or equivalent qualifications – 3 to 4 pts Less than 5 years demonstrable ability or equivalent qualifications – 1 to 2 pts No qualification or equivalent qualifications – 0 pts (non-compliant)	Max pts 5 (90) Scoring =
6	Demonstrable experience working in NATO at the strategic level.	NHQ/ACO/ACT/Agencies 2 pts NCS 1 pt 0 pts - remains compliant	Max pts 2 (92) Scoring =
8	Demonstrable experience in NATO CIS.	NHQ/ACO/ACT/Agencies 2 pts NCS 1 pt 0 pts - remains compliant	Max pts 2 (94) Scoring =
9	Demonstrable broad knowledge of Cyber and Innovation.	Cyber & Innovation 2 pts One domain 1 pt 0 pts - remains compliant	Max pts 2 (96) Scoring =
10	Demonstrable broad experience working with military/public at the strategic level.	Mil/Federal/Govt 2 pts Mil only 1 pt 0 pts - remains compliant	Max pts 2 (98) Scoring =
11	Masters level university degree.	MSc 2 pts Others (MAs/MBAs, etc.) 1 pt 0 pts - remains compliant	Max pts 2 (100) Scoring =

P23 LEGACY PROGRAMME SUPPORT ANALYST

	Item	Range	Score
1	Demonstrable experience in management of complex CIS/ICT solutions and change management as part of a wider	10+ years demonstrable experience in CIS/ICT Management – 21 to 25 pts	Max pts 25 (25)

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	<p>modernisation endeavour of legacy systems. Experience of monitoring legacy projects within agreed time, cost quality tolerances. Experience of identifying, assessing and managing risks.</p>	<p>5-10 years demonstrable experience in CIS/ICT Management – 16 to 20 pts</p> <p>3-5 years demonstrable experience in CIS/ICT Management – 1 to 15 pts</p> <p>Less than 3 years demonstrable experience in CIS/ICT Management or no experience – 0 pts – non compliant</p>	<p>Scoring =</p>
2	<p>Project Management experience including CIS/ICT capability requirements development to across broad lines of development (such as DOTMLPFI in a military context).</p>	<p>10+ years demonstrable experience in CIS/ICT Management – 16 to 20 pts</p> <p>5-10 years demonstrable experience in CIS/ICT Management – 11 to 15 pts</p> <p>3-5 years demonstrable experience in CIS/ICT Management – 1 to 10 pts</p> <p>Less than 3 years demonstrable experience in CIS/ICT Management or no experience – 0 pts – non compliant</p>	<p>Max pts 20 (45)</p> <p>Scoring =</p>
3	<p>Demonstrable experience in CIS/ICT management of Information and Communications Technology (ICT) solutions and change management as part of a wider Digital Transformation endeavour.</p>	<p>10+ years demonstrable experience in CIS/ICT Management – 9 to 10 pts</p> <p>5-10 years demonstrable experience in CIS/ICT Management – 5 to 8 pts</p> <p>3-5 years demonstrable experience in CIS/ICT Management – 1 to 4 pts</p> <p>Less than 3 years demonstrable experience – 0 pts remains compliant</p>	<p>Max pts 10 (55)</p> <p>Scoring =</p>
4	<p>Demonstrable Programme Management Qualification and experience (Managing Successful Programmes (MSP) preferred not essential).</p>	<p>Qualification held for 10+ years – 10 pts</p> <p>Qualification held for 5-10+ years – 8 to 9 pts</p> <p>Qualification held for 3-5 years – 1 to 6 pts</p> <p>Qualification held for less than 3 years – 0 pts (remains compliant)</p>	<p>Max pts 10 (65)</p> <p>Scoring =</p>

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5	Demonstrable Project Management Qualification and experience (Prince II preferred not essential).	<p>Qualification held for 10+ years – 9 to 10 pts</p> <p>Qualification held for 5-10 years – 6 to 8 pts</p> <p>Qualification held for 3-5 years – 1 to 5 pts</p> <p>Qualification held for less than 3 years – 0 pts (non-compliant)</p>	<p>Max pts 10 (75)</p> <p>Scoring =</p>
6	Demonstrated excellent analytical, problem solving, verbal and written communication skills.	<p>10+ years' work experience demonstrated in national/NATO military acquisition or capability development teams – 4 to 5 pts</p> <p>5-10 years' work experience demonstrated in national/NATO military or federal / govt acquisition or capability development teams – 2 to 3 pts</p> <p>3-5 years' work experience demonstrated in national/NATO military or federal / govt acquisition or capability development teams – 1 pt</p> <p>No past work experience – 0 pts (non-compliant)</p>	<p>Max pts 5 (80)</p> <p>Scoring =</p>
7	Demonstrated ability to work in team environments (both as a contributor and a leader).	<p>10+ years' work experience demonstrated in national/NATO military acquisition or capability development teams – 4 to 5 pts</p> <p>5-10 years' work experience demonstrated in national/NATO military or federal / govt acquisition or capability development teams – 2 to 3 pts</p> <p>3-5 years' work experience demonstrated in national/NATO military or federal / govt acquisition or capability development teams – 1 pt</p> <p>No past work experience – 0 pts (non-compliant)</p>	<p>Max pts 5 (85)</p> <p>Scoring =</p>

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8	Education - University Degree and 2-years function related experience or a Higher Secondary education and completed advanced vocational training leading to a professional qualification or professional accreditation with 4 years' post-related.	<p>10+ years demonstrable ability or equivalent qualifications – 5 pts</p> <p>5-10 years demonstrable ability or equivalent qualifications – 3 to 4 pts</p> <p>Less than 5 years demonstrable ability or equivalent qualifications – 1 to 2 pts</p> <p>No qualification or equivalent qualifications – 0 pts (non-compliant)</p>	<p>Max pts 5 (90)</p> <p>Scoring =</p>
9	Demonstrable experience working in NATO at the strategic level.	<p>NHQ/ACO/ACT/Agencies 2 pts</p> <p>NCS 1 pt</p> <p>0 pts - remains compliant</p>	<p>Max pts 2 (92)</p> <p>Scoring =</p>
10	Demonstrable experience in NATO CIS.	<p>NHQ/ACO/ACT/Agencies 2 pts</p> <p>NCS 1 pt</p> <p>0 pts - remains compliant</p>	<p>Max pts 2 (94)</p> <p>Scoring =</p>
11	Demonstrable broad knowledge of Cyber Security and Innovation.	<p>Cyber & Innovation 2 pts</p> <p>One domain 1 pt</p> <p>0 pts - remains compliant</p>	<p>Max pts 2 (96)</p> <p>Scoring =</p>
12	Demonstrable broad experience working with military/public at the strategic.	<p>Mil/Federal/Govt to 2 pts</p> <p>Mil only 1 pt</p> <p>0 pts - remains compliant</p>	<p>Max pts 2 (98)</p> <p>Scoring =</p>
13	Masters level degree is desirable but not essential.	<p>MSc 2 pts</p> <p>Others (MAs/MBAs, etc.) 1 pt</p> <p>0 pts - remains compliant</p>	<p>Max pts 2 (100)</p> <p>Scoring =</p>