

**IFIB-ACT-SACT-23-01**



**NORTH ATLANTIC TREATY ORGANISATION**

HEADQUARTERS SUPREME ALLIED COMMANDER  
TRANSFORMATION 7857 BLANDY ROAD, SUITE 100

NORFOLK, VIRGINIA, 23551-2490

## **Invitation**

**For**

**International Bidding**

**IFIB-ACT-SACT-23-01 (PART A)**

**CAPABILITY DEVELOPMENT MANAGEMENT SUPPORT (CDMS)**

**Table of Contents**

BIDDING INSTRUCTIONS ..... 7

- 1. General ..... 7
- 2. Classification..... 7
- 3. Definitions ..... 7
- 4. Eligibility ..... 7
- 5. Duration of Contract ..... 8
- 6. Exemption of Taxes ..... 8
- 7. Amendment or Cancellation ..... 8
- 8. Bidder Clarifications ..... 9
- 9. Bid closing date ..... 9
- 10. Bid Validity ..... 9
- 11. Content of Proposal ..... 9
- 12. Proposal Submission.....10
- 13. Late Proposals .....10
- 14. Bid Withdrawal .....11
- 15. Bid Evaluation .....11
- 16. Proposal Clarifications.....11
- 17. Award .....12
- 18. Communications .....12
- 19. Points of Contact:.....12

Enclosure 1: Proposal Content / Checklist .....13

Enclosure 2: Compliance Statement .....14

Enclosure 3: Past Performance Information Form.....15  
(Company is required to submit minimum of one.).....15

Price Volume .....18

STATEMENT OF WORK (SOW).....26

- 1. Introduction.....26
- 2. Type of Contract and Period of Performance .....27
- 3. Level of Effort .....28
- 4. Surge Capability .....28
- 5. Place of Performance .....28

IFIB-ACT-SACT-23-01

6. Partial Bidding .....29

7. Proof of Past Performance .....29

8. Contractor Technical Evaluation / Contractor Supervision .....29

9. Contract Reporting .....29

10. Furnished Materials.....30

11. Security .....30

12. LABOR CATEGORIES: .....32

**CAPABILITY DEVELOPMENT** : .....32

LABOR CATEGORY 1: AIRC2/IAMD CONTRACTOR SUPPORT TO AIRC2/IAMD  
BRANCH: .....32

    Best Value Criteria for LABOR CATEGORY 1: AIRC2/IAMD Contractor Support.....37

LABOR CATEGORY 2: CONTRACTOR SUPPORT TO SENIOR REQUIREMENTS  
MANAGEMENT – ALLIANCE FUTURE SURVEILLANCE AND CONTROL PROGRAM:....42

    Best Value Criteria for LABOR CATEGORY 2: CONTRACTOR SUPPORT TO SENIOR  
    REQUIREMENTS MANAGEMENT – ALLIANCE FUTURE SURVEILLANCE AND  
    CONTROL PROGRAM .....46

LABOR CATEGORY 3: CAPABILITY ARCHITECT WITH THE CIS BRANCH AT HQ SACT  
.....51

    Best Value Criteria for LABOR CATEGORY 3: CAPABILITY ARCHITECT WITH THE CIS  
    BRANCH AT HQ SACT .....54

LABOR CATEGORY 4: CYBERSPACE SENIOR CONCEPT DEVELOPER .....59

    Best Value Criteria for LABOR CATEGORY 4: CYBERSPACE SENIOR CONCEPT  
    DEVELOPER .....62

LABOR CATEGORY 5: CYBERSPACE SENIOR ENGINEER:.....66

    Best Value Criteria for LABOR CATEGORY 5: CYBERSPACE SENIOR ENGINEER.....69

LABOR CATEGORY 6: CONTRACT SUPPORT TO SENIOR CYBER LIAISON OFFICER  
TO CYBERSPACE BRANCH .....73

    Best Value Criteria for LABOR CATEGORY 6: SENIOR CYBER LIAISON OFFICER TO  
    CYBERSPACE BRANCH.....77

LABOR CATEGORY 7: SENIOR CYBER IMPLEMENTATION OFFICER TO CYBERSPACE  
BRANCH .....82

    Best Value Criteria for LABOR CATEGORY 7: SENIOR CYBER IMPLEMENTATION  
    OFFICER TO CYBERSPACE BRANCH.....85

LABOR CATEGORY 8: CYBERSPACE OPERATIONS WARFARE DEVELOPMENT  
SENIOR ENGINEER .....90

    Best Value Criteria for Labor Category 8: CYBERSPACE WARFARE DEVELOPMENT  
    SENIOR ENGINEER.....93

## IFIB-ACT-SACT-23-01

LABOR CATEGORY 9: SENIOR INTELLIGENCE AND JISR SERVICES CONTRACTOR SUPPORT .....	97
Best Value Criteria for LABOR CATEGORY 9: SENIOR INTELLIGENCE AND JISR SERVICES CONTRACTOR SUPPORT .....	101
LABOR CATEGORY 10: CONTRACTOR SUPPORT TO NATO'S SPACE DOMAIN DOCTRINAL DEVELOPMENT .....	109
Best Value Criteria for LABOR CATEGORY 10: CONTRACTOR SUPPORT TO NATO'S SPACE DOMAIN DOCTRINAL DEVELOPMENT .....	112
LABOR CATEGORY 11: CONTRACTOR SUPPORT TO NATO'S SPACE DOMAIN CAPABILITY DEVELOPMENT .....	116
Best Value Criteria for LABOR CATEGORY 11: CONTRACTOR SUPPORT TO NATO'S SPACE DOMAIN CAPABILITY DEVELOPMENT .....	119
LABOR CATEGORY 12: CONTRACTOR SUPPORT TO NATO'S SPACE DOMAIN IMPLEMENTATION.....	123
Best Value Criteria for LABOR CATEGORY 12: CONTRACTOR SUPPORT TO NATO'S SPACE DOMAIN IMPLEMENTATION.....	126
LABOR CATEGORY 13: CONTRACTOR SUPPORT TO NATO'S SPACE DOMAIN EDUCATION AND TRAINING .....	129
Best Value Criteria for LABOR CATEGORY 13: CONTRACTOR SUPPORT TO NATO'S SPACE DOMAIN EDUCATION AND TRAINING .....	132
LABOR CATEGORY 14: CONTRACTOR SUPPORT TO NATO'S SPACE DOMAIN CAPABILITY DEVELOPMENT .....	135
Best Value Criteria for LABOR CATEGORY 14: CONTRACTOR SUPPORT TO NATO'S SPACE DOMAIN CAPABILITY DEVELOPMENT .....	138
LABOR CATEGORY 15: CONTRACTOR SUPPORT TO Advanced Real-Time Targeting and Effects Mission Information System (Next Generation Joint Targeting System; ARTEMIS) CAPABILITY DEVELOPMENT PROGRAMME .....	142
Best Value Criteria for LABOR CATEGORY 15: CONTRACTOR SUPPORT TO ARTEMIS CAPABILITY DEVELOPMENT .....	145
LABOR CATEGORY 16: CONTRACTOR SUPPORT TO CBRN FS CAPABILITY DEVELOPMENT.....	148
Best Value Criteria for LC 16: CONTRACTOR SUPPORT TO CBRN FS CAPABILITY DEVELOPMENT .....	151
LABOR CATEGORY 17: CONTRACTOR SUPPORT TO PROGRAMMEE/PROJECT MANAGEMENT FOR CBRN FS CAPABILITY DEVELOPMENT .....	154
Best Value Criteria for LC 17: CONTRACTOR SUPPORT TO PROGRAMME/PROJECT MANAGEMENT FOR CBRN FS CAPABILITY DEVELOPMENT.....	157
<b>CAPABILITY REQUIREMENTS:</b> .....	161

## IFIB-ACT-SACT-23-01

LABOR CATEGORY 18: SENIOR CONTRACTOR SUPPORT TO REQUIREMENTS MANAGEMENT .....	161
Best Value Criteria for LABOR CATEGORY 18: SENIOR CONTRACTOR SUPPORT TO REQUIREMENTS MANAGEMENT .....	166
LABOR CATEGORY 19: SENIOR CONTRACTOR SUPPORT TO ARCHITECTURE DEVELOPMENT .....	173
Best Value Criteria for LABOR CATEGORY 19: SENIOR CONTRACTOR SUPPORT TO ARCHITECTURE DEVELOPMENT .....	177
LABOR CATEGORY 20: SENIOR CONTRACTOR SUPPORT TO REQUIREMENTS MANAGEMENT .....	183
Best Value Criteria for LABOR CATEGORY 20: SENIOR CONTRACTOR SUPPORT TO REQUIREMENTS MANAGEMENT .....	188
LABOR CATEGORY 21: SENIOR CONTRACTOR SUPPORT TO ANALYSIS OF ALTERNATIVES .....	195
Best Value Criteria for LABOR CATEGORY 21: SENIOR CONTRACTOR SUPPORT TO ANALYSIS OF ALTERNATIVES .....	199
LABOR CATEGORY 22: INTENTIONALLY LEFT BLANK .....	204
LABOR CATEGORY 23: CONTRACTOR SUPPORT TO QUALITY ASSURANCE .....	205
Best Value Criteria for LABOR CATEGORY 23: CONTRACTOR SUPPORT TO QUALITY ASSURANCE .....	209
LABOR CATEGORY 24: CONTRACTOR SUPPORT TO REQUIREMENTS TRACEABILITY .....	213
Best Value Criteria for LABOR CATEGORY 24: CONTRACTOR SUPPORT TO REQUIREMENTS TRACEABILITY .....	217
LABOR CATEGORY 25: CONTRACTOR SUPPORT TO DATA INTEGRATION .....	221
Best Value Criteria for LABOR CATEGORY 25: CONTRACTOR SUPPORT TO DATA INTEGRATION .....	225
Labor Category 26: JUNIOR DATA SCIENTIST .....	229
Best Value Criteria for LC 26: JUNIOR DATA SCIENTIST .....	233
Labor Category 27: DATA SCIENTIST .....	237
Best Value Criteria for Labor Category 27: DATA SCIENTIST .....	241
LABOR CATEGORY 28: DATA ENGINEER .....	246
Best Value Criteria for LC 28: DATA ENGINEER .....	250
LABOR CATEGORY 29: Product Owner: .....	254
Best Value Criteria for LABOR CATEGORY 29: Product Owner .....	257
LABOR CATEGORY 30: Product Manager: .....	261
Best Value Criteria for LABOR CATEGORY 30: Product Manager .....	264

**IFIB-ACT-SACT-23-01**

**STRATEGIC PLANS & POLICY**.....269

LABOR CATEGORY 31: Warfare Development Fusion Analyst .....269

    Best Value Criteria for LC 31: ANALYST IN SUPPORT OF WDF Branch.....272

LABOR CATEGORY 32: Counter Hybrid and CYBER Threats Advisor .....277

    Best Value Criteria for LABOR CATEGORY 32: Counter Hybrid and CYBER Threats  
    Advisor .....282

## BIDDING INSTRUCTIONS

### 1. General

- (a) This is a **Firm Fixed Price level of effort** contract in accordance with the HQ SACT General Terms and Conditions; **Contract Award is contingent upon funding availability; Partial bidding is allowed.**

### 2. Classification

- (a) This Invitation for International Bidding (IFIB) is a NATO UNCLASSIFIED document.

### 3. Definitions

- (a) The “Prospective Bidder” shall refer to the entity that has indicated thereon its intention without commitment, to participate in this IFIB.
- (b) The term “Bidder” shall refer to the bidding entity that has completed a bid in response to this IFIB.
- (c) The term “Contractor” shall refer to the bidding entity 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 Headquarters Supreme Allied Commander Transformation.
- (g) The term “ACT” shall refer to Allied Command 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.

### 4. Eligibility

- (a) This IFIB is open to governmental or commercial entities:
- (b) Established in a North Atlantic Treaty Organisation Alliance member nation.

## IFIB-ACT-SACT-23-01

- (c) Working in the required field of study and legally authorized to operate in the United States of America, at the time of bidding.
- (d) Has performed the desired past performance including size, cost and scope, as described in this IFIB.
- (e) **All proposed key personnel on this requirement must be citizens of a NATO member nation.**

### 5. Duration of Contract

- (a) The contract awarded shall be effective upon date of award.
- (b) Period of Performance:
  1. Base Period: 1 February 2023 – 31 December 2023,  
Option Period One: 1 January 2024 – 31 December 2024,  
Option Period Two: 1 January 2025 – 31 December 2025,  
Option Period Three: 1 January 2026 – 31 December 2026,  
Option Period Four: 1 January 2027 – 31 December 2027
  2. **Each Labor Category will have specific Periods of Performance identified, which can differ from the above dates.**
  3. Option periods shall be exercised at the sole discretion of the HQ SACT Contracting Officer, based on satisfactory work performance, availability of funding, and ongoing evolving requirements.

### 6. Exemption of Taxes

- (a) In accordance with the agreements (Article VIII of the Paris Protocol dated, 28 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



## IFIB-ACT-SACT-23-01

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

- (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. All Contracting Officers listed on this IFIB must receive such requests via email for clarification no later than **12 December 2022**.
- (b) In lieu of a bidder's conference, HQ SACT invites bidders to submit initial technical and contractual questions not later than **12 December 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. Verbal Interpretations shall not be binding.

### 9. Bid closing date

- (a) Bids shall be received at HQ SACT, Purchasing and Contracting Office, no later than **6 January 2023, 0900 hours, Eastern Daylight Time, Norfolk, Virginia, USA**. No bids shall be accepted after this date and time. **No hard copy proposals will be accepted**. Please see paragraph 12 for more details.

### 10. Bid Validity

- (a) 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 will be accepted. The

## IFIB-ACT-SACT-23-01

E-mailed PDF documents shall be received no later than **6 January 2023, 0900 hours, Eastern Standard Time, Norfolk, Virginia, USA.**

A table of contents for the entire proposal (See Enclosure #1):

- (a) The bidder's full name, address, Point of Contacts, Telephone, Fax number; Internet site;
- (b) Compliance statement (See Enclosure#2);
- (c) Past performance (See Enclosure#3);
- (d) List of key personnel.
- (e) Provision of technical and price volumes;
- (f) Best Value Compliance matrix (See Annex A to Statement of Work).

### 12. Proposal Submission

- (a) Proposals shall be submitted electronically in a two separate PDF documents, one containing the **Technical Proposal** and one containing the **Price Proposal**, each e-mailed separately to:

Technical proposal: [techproposal@act.nato.int](mailto:techproposal@act.nato.int)

Price proposal: [priceproposal@act.nato.int](mailto:priceproposal@act.nato.int)

- (b) E-mail subjects shall include the solicitation information along with company name (for example: IFIB -ACT-SACT-23-01\_Part\_A\_Tech\_ABC Inc. / IFIB -ACT-SACT-23-01\_Part\_A\_Price\_ABC Inc.). **Allow sufficient time in your submission should you encounter e-mail size challenges.**
- (c) **Price proposals shall be in U.S. Dollar currency.** Contractor may request payment post award in alternate currency based on agreed conversion rate.
- (d) Prices shall be on a **Firm Fixed Price Basis** and include any relevant discount schedule.
- (e) No verbal bids or verbal modifications or telephonic bids shall be considered.
- (f) It is the ultimate responsibility of a prospective bidder prior to submission that all proposal submissions are reviewed to ensure they meet the technical, contractual and administrative specifications and that offers meet the limitations and expressed conditions.

### 13. Late Proposals

## IFIB-ACT-SACT-23-01

- (a) It is solely the bidder's responsibility that every effort is made to ensure that the proposal reaches HQ SACT prior to the established closing date and time. No late bids shall be considered.
- (b) **A delay in an e-mail exchange due to server or size restrictions does not constitute a delay by NATO.**

### 14. Bid Withdrawal

- (a) A bidder may withdraw their bid up to the date and time specified for bid closing. Such a withdrawal must be completed in writing 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 withdraw 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 taking into consideration of the following factors:
  - 1. Successful administrative submission of bid packages as requested in paragraph 11 and as listed in this IFIB.
  - 2. Successful determination of compliance. (Compliant/Non-compliant).
  - 3. Technical factors / pricing factors rated the following: Technical / Price = **70/30 (Best Value Compliant Offer)**.
  - 4. Technical clarifications as determined may be conducted.
  - 5. Acceptance of HQ SACT General Terms and Conditions.

### 16. Proposal Clarifications

## IFIB-ACT-SACT-23-01

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

### 17. Award

- (a) HQ SACT intends to award a firm fixed price contract(s) to the Offeror(s) whose proposal(s) represents the **Best Value** offer to NATO. **Partial awards are authorized.**
- (b) HQ SACT will collect information from references provided by the Offeror in regard to its past performance. Contractors must provide authorization to contact references.
- (c) HQ SACT reserves the right to negotiate minor deviations to the listed General Terms and Conditions to this IFIB.

### 18. Communications

- (a) 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. Points of Contact:

Magdalena Ornat, ACT Contracting Officer,  
757-747-3150, [Magdalena.Ornat@act.nato.int](mailto:Magdalena.Ornat@act.nato.int)

Catherine Giglio, ACT Contracting Officer,  
757-747-3856, [Catherine.Giglio@act.nato.int](mailto:Catherine.Giglio@act.nato.int)

LCDR Brandon Stewart, ACT Contracting Officer  
757-747-3977, [Brandon.Stewart@act.nato.int](mailto:Brandon.Stewart@act.nato.int)

## Enclosure 1: Proposal Content / Checklist

### 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.

## Enclosure 2: Compliance Statement

### COMPLIANCE STATEMENT TO SEALED BID IFIB-ACT-SACT-23-01 (Part A)

It is hereby stated that our company has read and understands all documentation issued as part of IFIB-ACT-SACT-23-01 (Part A). Our company proposal submitted in response to the referenced solicitation is fully compliant with the provisions of IFIB-ACT-SACT-23-01 (Part A) 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>
-----	-----
-----	-----
-----	-----
-----	-----
-----	-----

(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.

**Enclosure 3: Past Performance Information Form  
(Company is required to submit minimum of one.)**

**PAST PERFORMANCE INFORMATION FORM**

- (a) Contracting Entity:
- (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

This Enclosure is designed to assist the respective company provide HQ SACT with all necessary documents/information required. For clarification, please refer to Bidding instructions in part 1 of subject solicitation.

**Price Volume**

**SEALED BID PRICE PROPOSAL: Bidders shall only submit the number of candidates requested within each Labor Category (i.e. if three candidates are identified in one Labor Category, then the company shall submit no more than three candidates for that Labor Category.)**

**SUBJECT: IFIB-ACT-SACT-23-01 (Part A)**

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-23-01 (Part A) 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-23-01 (Part A) and the “**Insert : Company Name** Technical proposal”, submitted in accordance with solicitation provisions.

LABOR Category (LC) (Location) ESTIMATED START DATE 202X	BASE PERIOD: 1 Feb – 31 Dec 2023 (1650 hours/ LC)	OPTION PERIOD 1: 1 JAN – 31 DEC 2024 (1800 hours/LC)	OPTION PERIOD 2: 1 JAN – 31 DEC 2025 (1800 hours/LC)	OPTION PERIOD 3: 1 JAN – 31 DEC 2026 (1800 hours/LC)	OPTION PERIOD 4: 1 JAN – 31 DEC 2027 (1800 hours/LC)	Total of Base + Options
--	---	--	--	--	--	-------------------------



**IFIB-ACT-SACT-23-01**

	<b>*Start date is specified within each category.</b>					
LC 1 AIRC2/IAMD CONTRACTOR SUPPORT TO AIRC2/IAMD BRANCH (Mons, BEL)(On-Site)	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	\$
LC 2 CONTRACTOR SUPPORT TO SENIOR REQUIREMENTS MANAGEMENT – ALLIANCE FUTURE SURVEILLANCE AND CONTROL PROGRAM (Norfolk, VA, USA)(On-Site)	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	\$
LC 3 CAPABILITY ARCHITECT WITH THE CIS BRANCH AT HQ SACT (Norfolk, VA, USA)(On-Site)	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	\$
LC 4 CYBERSPACE SENIOR CONCEPT DEVELOPER (Norfolk, VA, USA)(On-Site)	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	\$
LC 5 CYBERSPACE SENIOR ENGINEER (Norfolk, VA, USA)(On-Site)	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	\$
LABOR CATEGORY 6 – CONTRACT SUPPORT TO SENIOR CYBER LIAISON OFFICER TO CYBERSPACE BRANCH (Brussels, BEL)(On-Site)	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	\$
LABOR CATEGORY 7 – SENIOR CYBER IMPLEMENTATION OFFICER TO CYBERSPACE BRANCH (Norfolk, VA, USA)(On-Site)	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	\$
LABOR CATEGORY 8 – CYBERSPACE OPERATIONS WARFARE DEVELOPMENT SENIOR ENGINEER (Norfolk, VA, USA)(On-Site)	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	\$
LABOR CATEGORY 9: SENIOR INTELLIGENCE	Candidate # 1: (Name)	Candidate # 1: (Name)	Candidate # 1: (Name)	Candidate # 1: (Name)	Candidate # 1: (Name)	\$

**IFIB-ACT-SACT-23-01**

AND JISR SERVICES CONTRACTOR SUPPORT (Norfolk, VA, USA)(On-Site)	HRLY RATE: \$ TOTAL COST: \$	HRLY RATE: \$ TOTAL COST: \$	HRLY RATE: \$ TOTAL COST: \$	HRLY RATE: \$ TOTAL COST: \$	HRLY RATE: \$ TOTAL COST: \$	
LABOR CATEGORY 10 – CONTRACTOR SUPPORT TO NATO’S SPACE DOMAIN DOCTRINAL DEVELOPMENT (Norfolk, VA, USA)(On-Site)	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	\$
LABOR CATEGORY 11 – CONTRACTOR SUPPORT TO NATO’S SPACE DOMAIN CAPABILITY DEVELOPMENT (Norfolk, VA, USA)(On-Site)	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	\$
LABOR CATEGORY 12 – CONTRACTOR SUPPORT TO NATO’S SPACE DOMAIN IMPLEMENTATION (Norfolk, VA, USA)(On-Site)	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	\$
LABOR CATEGORY 13 – CONTRACTOR SUPPORT TO NATO’S SPACE DOMAIN EDUCATION AND TRAINING (Norfolk, VA, USA)(On-Site)	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	\$
LABOR CATEGORY 14 – CONTRACTOR SUPPORT TO NATO’S SPACE DOMAIN CAPABILITY DEVELOPMENT (Norfolk, VA, USA)(On-Site)	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	\$
LABOR CATEGORY 15 - CONTRACTOR SUPPORT TO Advanced Real-Time Targeting and Effects Mission Information System (Next Generation Joint Targeting System; ARTEMIS) CAPABILITY DEVELOPMENT PROGRAMME (Norfolk, VA, USA)(On-Site)	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$ TOTAL COST: \$	\$
LABOR CATEGORY 16 - CONTRACTOR SUPPORT TO CBRN FS CAPABILITY	Candidate # 1: (Name) HRLY RATE: \$	Candidate # 1: (Name) HRLY RATE: \$	Candidate # 1: (Name) HRLY RATE: \$	Candidate # 1: (Name) HRLY RATE: \$	Candidate # 1: (Name) HRLY RATE: \$	\$



**IFIB-ACT-SACT-23-01**

	HRLY RATE: \$ TOTAL COST: \$	HRLY RATE: \$ TOTAL COST: \$	HRLY RATE: \$ TOTAL COST: \$	HRLY RATE: \$ TOTAL COST: \$	HRLY RATE: \$ TOTAL COST: \$	
LABOR CATEGORY 20– SENIOR CONTRACTOR SUPPORT TO REQUIREMENTS MANAGEMENT (Please note the two separate start dates) (Mons, BEL)(On-Site)	<b>Candidate # 1:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 2:</b> (Name) HRLY RATE: \$  TOTAL COST: \$	<b>Candidate # 1:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 2:</b> (Name) HRLY RATE: \$  TOTAL COST: \$	<b>Candidate # 1:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 2:</b> (Name) HRLY RATE: \$  TOTAL COST: \$	<b>Candidate # 1:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 2:</b> (Name) HRLY RATE: \$  TOTAL COST: \$	<b>Candidate # 1:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 2:</b> (Name) HRLY RATE: \$  TOTAL COST: \$	\$
LABOR CATEGORY 21 – SENIOR CONTRACTOR SUPPORT TO ANALYSIS OF ALTERNATIVES (Norfolk, VA, USA)(On-Site)	<b>Candidate # 1:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 2:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 3:</b> (Name) HRLY RATE: \$  TOTAL COST: \$	<b>Candidate # 1:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 2:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 3:</b> (Name) HRLY RATE: \$  TOTAL COST: \$	<b>Candidate # 1:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 2:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 3:</b> (Name) HRLY RATE: \$  TOTAL COST: \$	<b>Candidate # 1:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 2:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 3:</b> (Name) HRLY RATE: \$  TOTAL COST: \$	<b>Candidate # 1:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 2:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 3:</b> (Name) HRLY RATE: \$  TOTAL COST: \$	\$
<b>LABOR CATEGORY 22 INTENTIONALLY LEFT BLANK</b>	<b>INTENTIONALLY LEFT BLANK</b>	<b>INTENTIONALLY LEFT BLANK</b>	<b>INTENTIONALLY LEFT BLANK</b>	<b>INTENTIONALLY LEFT BLANK</b>	<b>INTENTIONALLY LEFT BLANK</b>	<b>INTENTIONALLY LEFT BLANK</b>
LABOR CATEGORY 23 CONTRACTOR SUPPORT TO QUALITY ASSURANCE (Norfolk, VA, USA)(On-Site)	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	\$
LABOR CATEGORY 24 CONTRACTOR SUPPORT TO REQUIREMENTS TRACEABILITY (Norfolk, VA, USA)(On-Site)	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	\$
LABOR CATEGORY 25 CONTRACTOR SUPPORT TO DATA INTEGRATION (Please note the July start date) (Norfolk, VA, USA)(On- Site)	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	\$

**IFIB-ACT-SACT-23-01**

Labor Category 26 JUNIOR DATA SCIENTIST (Norfolk, VA, USA)(On-Site)	<b>Candidate # 1:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 2:</b> (Name) HRLY RATE: \$  TOTAL COST: \$	<b>Candidate # 1:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 2:</b> (Name) HRLY RATE: \$  TOTAL COST: \$	<b>Candidate # 1:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 2:</b> (Name) HRLY RATE: \$  TOTAL COST: \$	<b>Candidate # 1:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 2:</b> (Name) HRLY RATE: \$  TOTAL COST: \$	<b>Candidate # 1:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 2:</b> (Name) HRLY RATE: \$  TOTAL COST: \$	\$
Labor Category 27 DATA SCIENTIST (Norfolk, VA, USA)(On-Site)	<b>Candidate # 1:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 2:</b> (Name) HRLY RATE: \$  TOTAL COST: \$	<b>Candidate # 1:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 2:</b> (Name) HRLY RATE: \$  TOTAL COST: \$	<b>Candidate # 1:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 2:</b> (Name) HRLY RATE: \$  TOTAL COST: \$	<b>Candidate # 1:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 2:</b> (Name) HRLY RATE: \$  TOTAL COST: \$	<b>Candidate # 1:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 2:</b> (Name) HRLY RATE: \$  TOTAL COST: \$	\$
LABOR CATEGORY 28 – DATA ENGINEER (Norfolk, VA, USA)(On-Site)	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	\$
LABOR CATEGORY 29 Product Owner: (Norfolk, VA, USA)(On-Site at Innovation Hub)	<b>Candidate # 1:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 2:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 3:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 4:</b> (Name) HRLY RATE: \$  TOTAL COST: \$	<b>Candidate # 1:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 2:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 3:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 4:</b> (Name) HRLY RATE: \$  TOTAL COST: \$	<b>Candidate # 1:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 2:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 3:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 4:</b> (Name) HRLY RATE: \$  TOTAL COST: \$	<b>Candidate # 1:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 2:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 3:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 4:</b> (Name) HRLY RATE: \$  TOTAL COST: \$	<b>Candidate # 1:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 2:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 3:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 4:</b> (Name) HRLY RATE: \$  TOTAL COST: \$	\$
LABOR CATEGORY 30 Product Manager: (Norfolk, VA, USA)(Remote for Innovation Hub)	<b>Candidate # 1:</b> (Name) HRLY RATE: \$  TOTAL COST: \$	<b>Candidate # 1:</b> (Name) HRLY RATE: \$  TOTAL COST: \$	<b>Candidate # 1:</b> (Name) HRLY RATE: \$  TOTAL COST: \$	<b>Candidate # 1:</b> (Name) HRLY RATE: \$  TOTAL COST: \$	<b>Candidate # 1:</b> (Name) HRLY RATE: \$  TOTAL COST: \$	\$

**IFIB-ACT-SACT-23-01**

	<b>Candidate # 2:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 3:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 4:</b> (Name) HRLY RATE: \$  TOTAL COST: \$	<b>Candidate # 2:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 3:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 4:</b> (Name) HRLY RATE: \$  TOTAL COST: \$	<b>Candidate # 2:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 3:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 4:</b> (Name) HRLY RATE: \$  TOTAL COST: \$	<b>Candidate # 2:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 3:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 4:</b> (Name) HRLY RATE: \$  TOTAL COST: \$	<b>Candidate # 2:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 3:</b> (Name) HRLY RATE: \$  TOTAL COST: \$  <b>Candidate # 4:</b> (Name) HRLY RATE: \$  TOTAL COST: \$	
LABOR CATEGORY 31 – Warfare Development Fusion Analyst (Norfolk, VA, USA)(On-Site)	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	\$
LABOR CATEGORY 32 Counter Hybrid and CYBER Threats Advisor (Norfolk, VA, USA)(On-Site)	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$	\$

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 -----

# STATEMENT OF WORK (SOW)

FOR

## CAPABILITY DEVELOPMENT MANAGEMENT SUPPORT (CDMS) (PART A)

### 1. Introduction

**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 concept development, capability development, training and lessons learned initiatives and provides unfettered military support to policy development within NATO.

**DCOS Capability Development (CAPDEV)** acts as the Supreme Allied Commander Transformation's Director for guidance, direction and co-ordination of the activities and resources of the Capability Development 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.

**The Requirements Division** will execute all tasks and activities needed to support requirements management for NATO capabilities. The Requirements Division will develop requirements, provide traceability and quality assurance of requirements, and implement options across DOTMLPFI in order to satisfy capability needs.

**The Capability Requirements (CR) Branch** will develop the Capability Requirements Brief and recommended courses of action to resolve issues associated with through the life cycle management of requirements using matrixed, cross-functional project-specific Requirements Management teams. The branch provides requirements development, traceability and quality assurance support; analysis support; and interoperability standards and requirements information to Capability Programme Managers and projects. The contractual support that is in direct support of this Branch will be based in Norfolk, Virginia, USA.

**The Requirements Forward Branch (Mons)** is responsible for conducting requirements development and management representation and engagement related functions in Europe. The branch provides support to the NATO processes. The branch consists of a



competency-aligned structure to support appropriate requirements analysis, development, management, and monitoring activities in accordance with SACT direction and guidance. The contractual support that is in direct support of this Branch will be based in Mons, Belgium.

**The Capability Division** coordinates the development of capabilities from capability planning through acceptance and then disposal with management entities, NATO Headquarters staff and the NATO Governance Structure. This entails synchronizing horizontally across capabilities to achieve coherent efforts and outcomes. The Division also provides military advice to NATO policy development as well as development of the NATO Enterprise and capability architectures. This entails coordination, participation and use of Analysis of Alternatives, Concepts, Wargaming, and experimentation to develop a comprehensive, holistic through lifecycle plan for a capability. This Division is responsible for developing the Capability Programme Plan with support from the NATO Agencies and ACO. This involves the development of the products to be submitted to Governance for approval. Furthermore, the Division develops acceptance plans with management level stakeholders, oversees the execution of acceptance plans, and the development of the report to be approved by ACO. Finally, the Division develops and oversees coordination and development of disposal plans for any legacy capabilities with a focus on rapid transition and cost savings.

**The Capability Forward Branch (Mons)** coordinates with ACO, NCIA, NSPA, NATO HQ, territorial Host Nations, and NATO Centres of Excellence (COEs) in support of the development of capabilities. The Branch is a supporting entity to the programme directors of NATO capability delivery. The Branch supports the development of capability programme plans to meet the operational requirements in a through lifecycle approach. It synchronizes and aligns efforts. The Branch supports capability development through a competency-aligned structure to support appropriate deliverable, product, programme, and project activities including those related to Cyberspace.

**Strategic Plans and Policy (SPP)** supports Allied Command Transformation in formalising military advice to shape future military strategy, political guidance, and other policy documents in support of NATO's strategic objectives. The directorate is responsible for drafting the Strategic Foresight Analysis and the Framework for Future Alliance Operations, as well as, other military concepts that shape future strategies, political guidance, our relations with partner nations and other international organizations – including the NATO Defence Planning Process. All of this work supports NATO preparation for future challenges and threats and seizes emerging opportunities to help shape the future. Rewriting policy documents, work in Resilience, Partnerships and Academic Outreach steward many of the activities of this directorate.

## **2. Type of Contract and Period of Performance**

### **(a) Type of Contract**

Firm Fixed Price Services Contract in accordance with the General 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. All employer responsibilities for the Contractor personnel performing under this Contract shall lie with the Contractor.

## (b) Period of Performance

1. Period of Performance is captured beneath each identified Labor Category within the Statement of Work (SOW).

Base Period: 1 February 2023 – 31 December 2023,

Option Period One: 1 January 2024 – 31 December 2024,

Option Period Two: 1 January 2025 – 31 December 2025,

Option Period Three: 1 January 2026 – 31 December 2026,

Option Period Four: 1 January 2027 – 31 December 2027

2. **Each Labor Category will have specific Periods of Performance identified, which can differ from the above dates.**

3. Option periods shall be exercised at the sole discretion of the HQ SACT Contracting Officer, based on satisfactory work performance, availability of funding, and ongoing evolving requirements.

## 3. Level of Effort

One man year per annum with 1800 hours of service to be rendered by each LABOR category of the contract personnel.

## 4. 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 labor 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.

## 5. Place of Performance

Place of Performance is captured beneath each identified Labor Category within the Statement of Work (SOW).

## **6. Partial Bidding**

Partial bidding is allowed per individual Labor Category. Bidders shall only submit the number of candidates requested within each Labor Category (i.e. if three candidates are identified in one Labor Category, then the company shall submit no more than three candidates for that Labor Category, etc.)

## **7. Proof of Past Performance**

The Contractor is to provide a minimum of one (1) past performance citations (for work within the past seven years, unless specified differently within each Labor Category) 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. The citations/references shall include the following information at a minimum:

- Summary of work performed that is similar to or directly relates to this SOW in size, scope and value.
- Status of work (i.e. on-going, complete).
- Date of work performance.
- Name of client/reference.
- Complete contact information for client/reference.
- Permission to contact client for reference.

## **8. Contractor Technical Evaluation / Contractor Supervision**

Contractor personnel shall report to and receive technical 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:

- Resolve outstanding disputes, problems, deficiencies, and/or questions on the technical aspects of the SOW.
- Review (and approve) all contractor tasking and deliverables for completeness and accuracy.

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.

## **9. 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:

- Summary of work (by contractor position) for tasking and deliverables for the reporting period.
- Contract hours expended showing a comparison with budgeted hours.

- Current or anticipated problems/deficiencies and recommended solution.

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.

## **10. Furnished Materials**

For on-site work, HQ SACT shall provide all necessary working space; office furniture; telephones; computers, software, peripherals, and 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/semipermanent physical modifications to the HQ SACT facilities. Contractors shall have full access the Microsoft Office Suite, as well as Microsoft Project. HQ SACT shall not furnish computers and support equipment to contractors proposing to work remotely; reference individual labor categories for equipment requirements.

## **11. Security**

### **(a) Personnel Clearances**

Contractor personnel shall be responsible for obtaining all needed security clearances prior to starting work at HQ SACT. 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 Contractors must adhere to current security conditions at SACT HQ 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 possible security classification of the deliverables under this contract may range from not classified through NATO Secret.

### **(c) Building / Installation Access**

The Contractors are 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.

## 12. LABOR CATEGORIES:

Bidders shall only submit the number of candidates requested within each Labor Category (i.e. if three candidates are identified in one Labor Category, then the company shall submit no more than three candidates for that Labor Category.)

### CAPABILITY DEVELOPMENT:

Programme Air Command and Control (Air C2) / Additional 2023 Workforce Requirements	ACT-6189	One Labor Categories (1)	Total Candidates per TT: 1	Total Candidates for IFIB progress: 1
---	----------	-----------------------------	-------------------------------	--

### LABOR CATEGORY 1: AIRC2/IAMD CONTRACTOR SUPPORT TO AIRC2/IAMD BRANCH:

**Location:** Mons, Belgium (On-site)

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 1 July 2023 – 31 December 2023, Option Period One: 1 January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

**Background Information:**

AirC2/IAMD Branch, located at ACT Staff Element Europe (SEE) in Mons, Belgium, is responsible for NATO Air Command and Control System (ACCS), Air Command and Control (AirC2), Ballistic Missile Defense (BMD) and AirC2 Capability Architecture programmes. In addition the Branch contributes to other programmes and initiatives in the areas related to Air Command and Control (AirC2) and Integrated Air and Missile Defense (IAMD).

Following the North Atlantic Council's (NAC) decision on continuation of ACCS programme and subsequent NATO Military Committee tasking, AirC2/IAMD Branch is expected to perform additional activities to provide various AirC2-related products and contribute to Integrated Transition Team (ITT) works. This additional tasking was not originally planned when the Branch's PE was established. As this is considered a temporary effort which is required immediately, it is to be performed by the contractual SMEs.

The SACT SEE AirC2/IAMD Branch requires access to the support that provides Subject Matter Expertise (two contractors) in the areas including: Air Command and Control, Integrated Air and Missile Defense, Enterprise/Capability Architecture, Programme and Project Management, Requirements Management, Stakeholders Management and business processes across ACT.

### **Taskings:**

1. Development of the AirC2 Vision – epoch approach including Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Interoperability (DOTMLPFI) aspects and Multi-Domain Operations (MDO) definition.
2. Participation in the AirC2 Integrated Transition Team (ITT) activities and report development with the focus on the following aspects:
3. Portfolio/Programme/Project Management;
4. In-Service Support;
5. Mid-term ACCS alternative analysis;
6. AirC2 Interim and Legacy systems perspectives.

7. Support in the AirC2 Capability Architecture programme initiation:
8. Development and setup of the Programme Management Environment (programme management plan, risk and issue management tools, etc.);
9. Development of the AirC2 Capability Architecture Programme Support Project Plan and its initial management (ACT as Host Nation).
10. Support to other initiatives expected during the period:
11. Development of the Project Proposal (PP) for Day Zero Secure Connectivity;
12. Development and submission of the Capability Programme Plan (CPP) for the initial AirC2 Capability Upgrade (ORS expected by the end of 2022).
13. Upgrade of the AirC2/IAMD Branch's Management Plan comprising the following products:
14. Combined overarching AirC2 Programme roadmap;
15. Combined risk management structures and processes, including risk/issue logs.
16. Branch-level documentation repository and index;
17. Branch-level DOTMLPFI identification, analysis and processes.

**Duties/Role:**

1. Support the development, review and coordination of the AirC2 Vision – epoch approach.
2. Support initiation of AirC2 Capability Architecture programme, including development of required programme management environment, until the dedicated Programme Support Team is established.



3. Engage with key stakeholders, to include ITT and respective projects' Host Nations in order to propose, develop and maintain associated Branch-level management planning products and processes.
4. Support development of the new CPPs, PPs and other supporting documents required during the base and option periods.
5. Liaise with other programmes or initiatives (e.g. Multi Domain Operations, Day Zero Secure Communications, Federated Mission Network...) in the aspects related to AirC2/IAMD area.
6. Directly support to AirC2/IAMD Branch management planning via point papers, presentations and briefings.
7. Coordinate inputs and carry out minimum monthly updates to the ACT Information Hub.
8. Provide liaison with CAPDEV Programme Management Office (PMO) advising Branch practitioners and supporting implementation of new/modified processes as they are introduced (including monthly summary report to the Branch Chief)
9. Stakeholder engagement required to schedule and host AirC2 Capability Coordination Meetings.
10. Maintain Branch-level documents repository, index and other tools.

**Essential Qualifications:**

1. University Degree or Bachelor's equivalent in either IT Engineering, Computer Science, or Communications and Information Systems (CIS).
2. Minimum 3 years in the last 10 years of experience in the management of NATO/National defence programmes and/or projects;
3. Extensive knowledge and experience in dealing with NATO/National AirC2/IAMD domain business, programmes, governance structure and stakeholders – min. 3 years in the last 10 years;
4. Knowledge about the NATO/governmental/corporate information flow and practical experience in business processes – minimum 3 years in the last 10 years;
5. Demonstrated proficiency in English as defined in STANAG 6001 (3333) or demonstrated native English speaker background.

6. Demonstrated working level knowledge with MS Office tools (Outlook, Project, Word, Excel, PowerPoint and SharePoint).
7. Availability to travel to any NATO entity within the 30 Nations (valid passport with no travel restrictions to NATO nations).
8. Experience in supporting & briefing senior leaders/decision makers;
9. Experience in formulating and drafting conceptual documents like visions, concepts, plans, requirements, point papers, thesis, roadmaps etc.;
10. Knowledge and practical experience managing NATO projects within capability package process as well as development of planning proposals within the Common Funded Capability Delivery Governance Model (CFCDGM).
11. Knowledge about C3 capability management in NATO.
12. Knowledge (certification) on Portfolio Management, MSP, PRINCE 2 and/or Agile or equivalent methodologies for programme/project management;
13. Knowledge of the NATO Architecture Framework (NAFv4) methodology and practices.
14. 3 years of experience in the last 10 years with working in a National or NATO Strategic Command or Operational Command.
15. Resume of candidate must show education and professional experience directly related to this SOW. The resume must be included with the contractor's response to this SOW.
16. The candidate must be in a possession of valid NATO or National security clearance at the SECRET or above level.

## Requirements Matrix

Contractor's technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals' résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). **Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).**

### Best Value Criteria for LABOR CATEGORY 1: AIRC2/IAMD Contractor Support

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (identify if multiple citizenship & nation):

**Note: Each candidate within this category must have his/her own compliance matrix.**

Item	Compliant	Non-Compliant
Minimum of <b>one</b> past performance citations within the last <b>seven</b> years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP))		

3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 50 Points in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

Item	Range	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
<p style="text-align: center;"><b>PLEASE ENSURE TOTAL PTS EQUAL 100</b></p>	<p>Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years’ experience.</p> <p><b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</b></p> <p><b>ANY SCORE OF ZERO IS NONCOMPLIANT, unless otherwise indicated.</b></p>		

1. University Degree or Bachelor's equivalent in either IT Engineering, Computer Science, or Communications and Information Systems (CIS).	Yes – 10 points No – 0 points		
2. Minimum 3 years in the last 10 years of experience in the management of NATO/National defence programmes and/or projects.	Less than 3 years - 0 points 3+ years — 10 points 5+ years - 15 points		
3. Extensive knowledge and experience in dealing with NATO/National AirC2/IAMD domain business, programmes, governance structure and stakeholders – min. 3 years in the last 10 years.	Less than 3 years - 0 points 3+ years - 10 points 5+ years - 15 points		
4. Knowledge about the NATO/governmental/corporate information flow and practical experience in business processes – minimum 3 years in the last 10 years.	Less than 3 years - 0 points 3+ years - 7 points 5+ years - 10 points		
5. Demonstrated working level knowledge with MS Office tools (Outlook, Project, Word, Excel, PowerPoint and SharePoint).	Basic – 1 point Advanced – 3 points Expert (coding macros) – 5 points		
6. Experience in supporting & briefing senior leaders/decision makers	Yes – 5 points No – 1 point		

7 Experience in formulating and drafting conceptual documents like visions, concepts, plans, requirements, point papers, thesis, roadmaps etc.	Yes – 5 points No – 1 point		
8. Knowledge and practical experience managing NATO projects within capability package process as well as development of planning proposals within the Common Funded Capability Delivery Governance Model (CFCDGM).	Yes – 5 points No – 1 point		
9. Knowledge/experience in C3 capability management in NATO.	Yes – 5 points No – 1 point		
10. Knowledge (certification) on Portfolio Management, MSP, PRINCE 2 and/or Agile or equivalent methodologies for programme/ project management.	No certificate – 1 point Foundation – 5 points Practitioner – 10 points		
11. Knowledge of the NATO Architecture Framework (NAFv4) methodology and practices.	Yes – 5 points No – 1 point		
12. 3 years of experience in the last 10 years in working in a National or NATO Strategic Command or Operational Command	Less than 3 years - 1 Point 3+ years - 5 Points 5+ years - 10 points		



Programme Alliance Future Surveillance and Control (AFSC) / Additional 2023 Workforce Requirements	ACT-6191	One Labor Category (2)	Total Candidates per TT: 1	Total Candidates for IFIB progress: 2
--	----------	---------------------------	-------------------------------	--

**LABOR CATEGORY 2: CONTRACTOR SUPPORT TO SENIOR REQUIREMENTS MANAGEMENT – ALLIANCE FUTURE SURVEILLANCE AND CONTROL PROGRAM:**

**Location:** Norfolk, VA, USA (On-site)

**Number of Candidates:** One Candidates

**Period of Performance:** Base Period: 1 February 2023 – 31 December 2023, Option Period One: 1 January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

**Background Information:**

Alliance Future Surveillance and Control (AFSC) is an initiative to explore and pursue options for future surveillance and control capabilities. It will define a system-of systems with contributing capabilities like the E-3A, but adapted to the multi-domain fight of the future.

The AFSC initiative seeks to finally reap the benefits of NATO Network-Enable Capability ideas planted nearly two decades ago - getting the right information to the right place, at the right time.



AFSC moves us forward toward federated all-domain awareness and understanding; faster and better decisions augmented by emerging computing capabilities; secure and robust connectivity; and directing synchronised multi-domain effects. AFSC creates for the Alliance a tactical architecture of multi-domain interoperability that enhances effectiveness and increases efficiency by fusing surveillance and other data into better understanding and decisions, in order to direct actions to deliver effects faster than our enemies.

ACT will be responsible for driving the development of the concepts related to the future surveillance and control system of system. It will lead in particular the elaboration of requirements for the latest data connectivity capabilities and an open architecture approach that will ensure secure, rapid, and large data exchange.

ACT is in charge of driving the elaboration of such requirements, assessing industry work, coordinating the implementation of the requirements within existing or future Alliance assets.

The AFSC Fast track under development aims at procuring new AFSC assets in a short term period and will have to comply with the requirements elaborated by ACT for AFSC integration.

### **Tasking:**

1. Coordinate and contribute to the activities of the AFSC Program including the development of three future concepts for the surveillance and control of the alliance and procurement of new AFSC assets.
2. Analyse deliverables from AFSC risk reduction and feasibility studies for the three concepts under development. Writes summaries and recommendations to be used under AFSC developments.
3. Define / refine AFSC fast track assets requirements taking into account contractors deliveries. Writes summaries and recommendations to be used under AFSC developments.
4. Monitor standard developments in NATO, the industry, or in the FMN (Federated Multidomain Networking) working groups. Analyse and summarize for AFSC integration. Analyse gaps and propose mitigations.
5. Monitor other NATO programs such as AirC2, ACCS, ... and define interface with AFSC
6. Monitor developments of similar National programs such as ABMS for the USA or in UK, France, Germany, etc. Writes summaries and recommendations to be used under AFSC developments.

7. Prepare communications on the AFSC program to authorities, Nations, conferences or other NATO bodies.
8. Supports, collects, summarizes and elaborates assessment of industry work.
9. Supports, collects, summarizes and elaborates operational requirements.
10. Supports elaboration of exercises, tests and simulations.

**Essential Qualifications:**

1. University degree or Bachelor's equivalent in a related Science, such as Electrical Engineering.
2. 5 years in the last 10 in the field of requirements engineering of complex military systems and architecture design.
3. 5 years in the last 10 in the field of military concepts of operation.
4. 5 years in the last 10 in the field of requirements for communication systems in all domain (Air, Navy, Land, Space).
5. 3 years in the last 10 in the field of requirements engineering of open architecture.
6. 3 years in the last 10 in the field of requirements engineering of active/passive radar technologies.
7. 3 years in the last 10 in the field of requirements engineering of command and control.
8. 3 years in the last 10 in the field of requirements engineering cyberspace equipment.
9. 3 years in the last 10 in the field of requirements engineering of artificial intelligence for data processing.
10. Demonstrate a working knowledge of 3 years in the last 10 of requirements management tools (e.g. DOORS).
11. Demonstrate 3 years in the last 10 experience in briefing senior leaders/decision makers
12. Demonstrate 3 years in the last 10 experience in strategic thinking and innovation
13. Demonstrate 3 years in the last 10 a sound knowledge of Capability Development and Management processes in the C2 area.
14. NATO Secret Security Clearance or National equivalent.

15. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.
16. Working knowledge of Capability Architectures
17. Experience with IBM Rational DOORS or equivalent.
18. 3 years' experience in the last 10 with working in a National or NATO strategic or operational command.

## Annex B

### Requirements Matrix

Contractor's technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals' résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).

#### **Best Value Criteria for LABOR CATEGORY 2: CONTRACTOR SUPPORT TO SENIOR REQUIREMENTS MANAGEMENT – ALLIANCE FUTURE SURVEILLANCE AND CONTROL PROGRAM**

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (identify if multiple citizenship & nation):

**Note: Each candidate within this category must have their own compliance matrix.**

Item	Compliant	Non-Compliant
------	-----------	---------------

Minimum of <b>one</b> past performance citations within the last <b>seven</b> years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of <b>50 Points</b> in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

<b>Item</b>	<b>Range</b>	<b>Page, Paragraph and Line Number referencing where candidates meet the criteria and how.</b>	<b>Score (100 pts possible)</b>
<b>PLEASE ENSURE TOTAL PTS EQUAL 100</b>	<p>Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.</p> <p><b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</b></p>		

		<b>ANY SCORE OF ZERO IS NONCOMPLIANT</b>		
1.	University degree or Bachelor's equivalent in a related Science, such as Electrical Engineering.	Yes - 10 Points No - 0 Points		
2.	5 years in the last 10 in the field of requirements engineering of complex military systems and architecture design.	< 5 years - 1 Point 5+ years - 5 Points 10+ years - 10 points		
3.	5 years in the last 10 in the field of military concepts of operation.	< 5 years - 1 Point 5+ years - 3 Points 10+ years - 10 points		
4.	5 years in the last 10 in the field of requirements engineering for communication systems in all domain (Air, Navy, Land, Space).	< 3 years - 1 Point 5+ years - 5 Points 10+ years - 10 Points		

5.	3 years in the last 10 in the field of requirements engineering of open architecture.	< 3 years - 1 Point 3+ years - 10 Points		
6.	3 years in the last 10 in the field of requirements engineering of active/passive radar technologies.	< 3 years - 1 Point 3+ years - 5 Points		
7.	3 years in the last 10 in the field of requirements engineering of command and control.	< 3 years - 1 Point 3+ years - 5 Points		
8.	3 years in the last 10 in the field of requirements engineering cyberspace equipment.	< 3 years - 1 Point 3+ years - 5 Points		
9.	3 years in the last 10 in the field of requirements engineering of artificial intelligence for data processing.	< 3 years - 1 Point 3+ years - 5 Points		
10.	Demonstrate a working knowledge of 3 years in the last 10 of requirements management tools (DOORS).	Yes - 10 Points No - 1 Points		

11.	Demonstrate 3 years in the last 10 experience in briefing senior leaders/decision makers	Yes - 10 Points No - 1 Points		
12.	Demonstrate 3 years in the last 10 experience in strategic thinking and innovation	Yes - 10 Points No - 1 Points		



Programme Capability Enablers / Enterprise Architecture / Additional 2023 Workforce Requirements	ACT-6194	One Labor Category (3)	Total Candidates per TT: 1	Total Candidates for IFIB progress: 3
--	----------	---------------------------	-------------------------------	--

### **LABOR CATEGORY 3: CAPABILITY ARCHITECT WITH THE CIS BRANCH AT HQ SACT**

**Location:** Norfolk, VA, USA (On-site)

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 1 February 2023 – 31 December 2023, Option Period One: 1 January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

**Background Information:**

As part of an adapted organisational structure, ACT is in the process of implementing an improved capability requirements capture process, including the traceability of requirements, to ensure a clear separation between the requirements owner and the solution provider. This process will provide through life traceability of the requirements using an efficient change management process. ACT will be responsible for tasks such as capability requirements definition, requirements management, systems engineering, architecture development, holistic through lifecycle management, capability acceptance, Capability Programme Plan (CPP) management (e.g. support of Air Command and Control System (ACCS), Air Ground Surveillance (AGS), Ballistic Missile Defence (BMD), Cyberspace and various Communications and Information Systems (CIS) capabilities).

The outputs of the adapted structure are formed from requirements, portfolio, programme and project management principles and practices that enable the direction of capability programmes and a range of projects in a transparent through lifecycle capability approach. They include comprehensive traceable capability requirements that have been assessed and analysed for alternative solutions and quality assured to provide interoperability, and the delivery of multi-domain and multi-functional C4ISR focused programmes

### **Tasking:**

Contract personnel shall provide products and support services to the CIS Branch, for the following tasks temporarily integrating the existing capability of the established staff that is not enough to cover the workload peak.

1. Development of an initial Architecture Vision, including Stakeholder analysis.
2. Produce Capability Architectures, from the source material, in accordance with relevant NATO standards, including NATO Enterprise Architecture Policy, NAFv4; and with application open standards including TOGAF and ArchiMate.
3. Consult as appropriate with project/programme managers, operational users, business architects, system engineers, etc., within NATO Commands and Agencies to obtain the information necessary for analysis, to develop Capability Architectures.
4. Provide ad-hoc architecture support to the CIS Branch as needed.
5. Provide recommendations on potential updates or modifications, including a draft plan for the follow-on of the work.
6. Provide representations of the architecture products using Data Science and Business Intelligence techniques to support user insight into the architectures.
7. Maintain Architecture views in Tidepedia (Git) and EA EDMS community site based on the classification of the artefacts.

The following deliverables shall be provided:

1. Written reports of reviews and analysis conducted, including issues identified and inputs recommendations and solutions to solve the issues.
2. A Capability Architecture, in ArchiMate format, and associated reports.
3. Capability architectures in support of programmes. Capability Architectures based on NAFv4 views. NAFv4 Architecture views and associated text with explanations for each view. Views to be provided in ArchiMate and XML Open Exchange formats.
4. ArchiMate views based on NAFv4 and contain Concepts, Service Specification, Logical Specification, Physical resource Specifications and Architecture Foundation views.

5. An updated enhanced architecture reference document repository.
6. Presentations and additional documents as required by CIS Branch.

### **Essential qualifications**

1. Demonstrable experience (3 years or more) in Enterprise Architecture, Systems Architecture, IT systems requirements or equivalent.
2. University degree level education (bachelor and/or master) in a relevant field (Computer Science and Electrical Engineering, Information Sciences and Technology, Mathematics, Business Administration, etc.).
3. Knowledge of the TOGAF model, preferably version 9.2 (although previous versions are acceptable).
4. Experience with NATO Architecture Framework or other defence frameworks, like DoDAF, MoDAF, etc.
5. Experience with ArchiMate or equivalent modelling language.
6. NATO or national SECRET clearance.
7. Ability to participate effectively in high-level discussions, workshops, panels, etc. and prepare professional, high quality documents for review.
8. Proficient in English both orally and in writing.
9. Ability to work both individually and within a group (team) setting.
10. Knowledge of the software products to support the representation of the architectures using Data Science and Business Intelligence (including Semantic Wiki) techniques.
11. Demonstrable experience (3 years or more) in Software Development, to include XML language and web-based frameworks.
12. Demonstrable experience (3 years or more) in Business Intelligence and Reporting techniques.
13. Knowledge of NATO, its organisational structure and previous experience working in an international organisation.
14. Experience working in defence environments or previous military experience.
15. Familiarity and knowledge of the specific area of military capability requested (e.g. CIS, Cyber).

## Requirements Matrix

Contractor’s technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals’ résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). **Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).**

### Best Value Criteria for LABOR CATEGORY 3: CAPABILITY ARCHITECT WITH THE CIS BRANCH AT HQ SACT

Company Name:

Proposed Candidate Name:

Proposed Candidate’s Nationality (identify if multiple citizenship & nation):

**Note: Each candidate within this category must have his/her own compliance matrix.**

Item	Compliant	Non-Compliant
Minimum of <b>one</b> past performance citations within the last <b>seven</b> years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP))		

3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 50 Points in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

Item	Range	Page, Paragraph and Line Number	Score (100 pts possible)
<p><b>PLEASE ENSURE TOTAL PTS EQUAL 100</b></p>	<p>Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.</p> <p><b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</b></p> <p><b>ANY SCORE OF ZERO IS NONCOMPLIANT</b></p>	<p>referencing where candidates meet the criteria and how.</p>	

<p>1. Demonstrable experience (3 years or more) in Enterprise Architecture, Capability Architecture, Systems Architecture, IT systems requirements or equivalent.</p>	<p>&lt; 3 years - 2 Points 3-10 years – 5 points &gt; 10 years – 10 points</p>		
<p>2. University degree level education (bachelor and/or master) in a relevant field (Computer Science and Electrical Engineering, Information Sciences and Technology, Mathematics, etc.).</p>	<p>No - 0 Points Bachelor's – 5 points Masters – 10 points</p>		
<p>3. Demonstrate ability to participate effectively in high-level discussions, workshops, panels, etc. and prepare professional, high quality documents for review.</p>	<p>&lt; 3 years - 2 Points 3-10 years – 5 points &gt; 10 years – 10 points</p>		
<p>4. Knowledge of NATO, its organisational structure and previous experience working in an international organisation.</p>	<p>&lt; 3 years - 1 Points 3-10 years – 2 points &gt; 10 years – 5 points</p>		

<p>5. Experience working in defence environments or previous military experience.</p>	<p>&lt; 3 years - 1 Points 3-10 years – 2 points &gt; 10 years – 5 points</p>		
<p>6. Demonstrable knowledge of the software products and experience to support the representation of the architectures using Data Science and Business Intelligence (including Semantic Wiki) techniques.</p>	<p>Not Demonstrated - 0 Points Demonstrated Knowledge – 2 points Knowledge and &gt; 1 Year Experience – 3 points Knowledge and &gt; 2 Years' Experience - 5</p>		
<p>7. Demonstrable knowledge &amp; experience (3 years or more) in Software Development, to include XML language and web-based frameworks.</p>	<p>Not Demonstrated - 0 Points Demonstrated Knowledge – 2 points Knowledge and &gt; 3 Year Experience – 3 points Knowledge and &gt; 5 Years' Experience - 5</p>		
<p>8. Demonstrable knowledge &amp; experience (3 years or more) in Business Intelligence and Reporting techniques.</p>	<p>Not Demonstrated - 0 Points Demonstrated Knowledge – 5 points Knowledge and &gt; 3 Year Experience – 7 points Knowledge and &gt; 5 Years' Experience - 10</p>		
<p>9. Demonstrable Knowledge &amp; Experience of the TOGAF model, preferably</p>	<p>Not Demonstrated - 0 Points Demonstrated Knowledge – 5 points</p>		

	version 9.2 (although previous versions are acceptable).	Knowledge and > 1 Year Experience – 7 points Knowledge and > 2 Years' Experience - 10		
10.	Demonstrable Knowledge & Experience with NATO Architecture Framework or other defence frameworks, like DoDAF, MoDAF, etc.	Not Demonstrated - 0 Points Demonstrated Knowledge – 5 points Knowledge and > 1 Year Experience – 7 points Knowledge and > 2 Years' Experience - 10		
11.	Demonstrable Knowledge & Experience with ArchiMate or equivalent modelling language.	Not Demonstrated - 0 Points Demonstrated Knowledge – 5 points Knowledge and > 1 Year Experience – 7 points Knowledge and > 2 Years' Experience - 10		
12.	Demonstrable Knowledge & Experience of the specific area of military capability requested (e.g. CIS, Cyber, etc.)	Not Demonstrated - 0 Points Demonstrated Knowledge – 5 points Knowledge and > 1 Year Experience – 7 points Knowledge and > 2 Years' Experience - 10		



Programme Cyberspace / Additional 2023 Workforce Requirements	ACT-6205	5 Labor Categories (4-8)	Total Candidates per TT: 5	Total Candidates for IFIB progress: 8
---	----------	--------------------------	----------------------------	---------------------------------------

## LABOR CATEGORY 4: CYBERSPACE SENIOR CONCEPT DEVELOPER

**Location:** Norfolk, VA (On-site)

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 1 February 2023 – 31 December 2023, Option Period One: 1 January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

### Background Information:

The exploitation of cyberspace as a domain of operations presents an increasingly growing challenge for the Alliance, requiring new strategies, concepts, architectures, processes and capabilities to enable NATO to defend itself in cyberspace as effectively as it does in the physical domains. Gaining the ability to plan, assess and conduct military operations in cyberspace requires development of new concepts and capabilities, notably in the area of cyberspace resilience, mission assurance, situational awareness, Intelligence, Surveillance and Reconnaissance (ISR) or C3 (Command, control, and consultation).

### Tasking:

1. Conduct a literature review of existing concepts, strategies and policies in support of cyberspace operations, notably in the area of Cyber-ISR, resilience and mission assurance, with particular emphasis in re-using existing work from NATO, nations and industry.
2. Based on the literature review, as well as additional guidance from Cyberspace Branch Subject Matters Experts (SMEs), develop/write draft concepts or strategy papers based on priorities defined by the Cyberspace Branch Leadership.
3. Engage and build relevant Communities of Interest (NATO, nations, industry, and Academia) and organize/coordinate concept/strategy paper development workshops to share drafts and collect inputs from stakeholders.
4. Based on inputs collected during workshops and direct engagements, update and maintain concepts/strategy papers.
5. Support concepts'/strategy papers' finalization, staffing and approval process through the NATO Governance bodies.
6. Support operationalization of the concepts by acting as an SME during requirements definition (development of Capability Requirements Brief [CRB]) and project programming phase (through Capability Programme Plan [CPP]).
7. Prepare relevant briefing materials, as required, and deliver presentations.
8. Support and contribute to other warfare development activities related to the concept/strategy areas: associated strategies, feasibility studies, experimentation, contribution to other concepts, etc.
9. Support and contribute to capability development activities related to the concept areas: capability requirements identification and definition across all aspects of DOTMLPFI, Analyses of Alternatives (AoA), etc.
10. Directly support the Branch Head/Technical Director/Section Heads and travel to meetings and conferences both within and outside NATO's boundaries for up to 30 days per year, as required.
11. Performs additional tasks, related to the contract, as required by the COTR.

**Essential Qualifications:**

1. Master's degree or similar national academic qualification in computer science, network security, cyber-security or any related field. Can be substituted with Bachelor Degree and 5 years of experience in relevant field.
2. Familiar with the scientific concept development processes. Minimum of 4 years of experience in the field of concept development work. At least 2 of those years should be in a role of lead or main contributor.

3. Demonstrated ability and recent experience (less than two-year old) in planning, execution and assessment of military missions in cyberspace.
4. Knowledge of NATO or similar International Organisation structure, including its policy development processes and procedures.
5. Demonstrated experience in cooperative, distributed document development. This should include managing the refinement process, versioning, comment resolution and stakeholder management. Preferably within the concept project life cycle.
6. Demonstrated ability and recent experience in the process of planning, facilitation and executing workshops for various stakeholders including governmental agencies, Academia and industry.
7. Administrative and office environment experience including experience with MS Office applications.
8. NATO Secret Security Clearance or National equivalent.
9. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.

## Requirements Matrix

Contractor's technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals' résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). **Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).**

### Best Value Criteria for LABOR CATEGORY 4: CYBERSPACE SENIOR CONCEPT DEVELOPER

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (identify if multiple citizenship & nation):

**Note: Each candidate within this category must have his/her own compliance matrix.**

Item	Compliant	Non-Compliant
Minimum of <b>one</b> past performance citations within the last <b>seven</b> years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		

Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 50 Points in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

Item	Range	Page, Paragraph and Line Number	Score (100 pts possible)
<p>PLEASE ENSURE TOTAL PTS EQUAL 100</p>	<p>Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.</p> <p><b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</b></p> <p><b>ANY SCORE OF ZERO IS NONCOMPLIANT</b></p>	<p>referencing where candidates meet the criteria and how.</p>	

<p>1. Master's degree or equivalent national academic qualification in computer science, network security, cyber-security or any related field; <b>OR</b> Bachelor's Degree and 5 years of experience in relevant field; Will accept Bachelor's.</p>	<p>No degree: 0 Points          Bachelor's degree: 5 Points          Bachelor's degree and 5 years of experience in relevant field of study; <b>OR</b>          Master's degree: 15 Points</p>		
<p>2. Demonstrable knowledge &amp; experience with the scientific concept development processes. Minimum of 4 years of experience in the field of concept development work. At least 2 of those years should be in a role of lead or main contributor.</p>	<p>No Knowledge or Experience: 0 Points          Knowledge &amp; Experience 1- 4years: 5 Points          Knowledge &amp; Experience &gt; 4 years with less than 2 years as lead or main contributor: 10 Points          Knowledge &amp; Experience &gt; 4 years with more than 2 years as lead or main contributor: 20 Points</p>		
<p>3. Demonstrate ability and recent experience (five years within the past ten years) in planning, execution and assessment of military missions in cyberspace.</p>	<p>Not Demonstrated: 0 Points          Experience 1-5 years: Up to 10 Points          Experience &gt; 5 years: Up to 20 Points</p>		
<p>4. Demonstrated knowledge of NATO or similar International Organisation structure, including its policy development processes and procedures.</p>	<p>&lt; 2 year: 1 Points          2-5 years: 10 Points          5-10 years: 15 Points</p>		
<p>5. Demonstrated experience in cooperative, distributed document development. This should include managing the refinement process, versioning, comment resolution and stakeholder management. Preferably within the concept project life cycle.</p>	<p>&lt; 2 year: 1 Points          2-5 years: 5 Points          5-10 years: 10 Points</p>		

<p>6. Demonstrated ability and recent experience in the process of planning, facilitation and executing workshops for various stakeholders including governmental agencies, Academia and industry.</p>	<p>&lt; 2 year: 1 Points  2-5 years: 5 Points  5-10 years: 10 Points</p>		
<p>7. Administrative and office environment experience including experience with MS Office applications.</p>	<p>&lt; 2 year: 1 Points  2-5 years: 5 Points  5-10 years: 10 Points</p>		

## **LABOR CATEGORY 5: CYBERSPACE SENIOR ENGINEER:**

**Location:** Norfolk, VA, USA (On-site)

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 1 February 2023 – 31 December 2023, Option Period One: 1 January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

### **Background Information:**

The exploitation of cyberspace as a domain of operations presents an increasingly growing challenge for the Alliance, requiring new strategies, concepts, architectures, processes and capabilities to enable NATO to defend itself in cyberspace as effectively as it does in the physical domains. Gaining the ability to plan, assess and conduct military operations in cyberspace requires development of new concepts and capabilities, notably in the area of cyberspace resilience, mission assurance, situational awareness, Intelligence, Surveillance and Reconnaissance (ISR) or C3 (Command, control, and consultation).

### **Tasking:**

1. Based on the literature review (including results of studies conducted by ACT), as well as additional guidance from Cyberspace Branch Subject Matters Experts (SMEs), develop a plan to operationalize the Cyberspace Situational Awareness (CySA) concept in support of capability development efforts.
2. Provide support to update existing CySA concept, as necessary.
3. Based on the experience with CySA concept operationalisation, develop plans and procedures that will support future concept operationalisation effort within cyberspace domain.



4. Maintain relevant Communities of Interest (NATO, nations, industry, and Academia) and organize/coordinate workshops dedicated to operationalization of CySA concept to share drafts and collect inputs from stakeholders.
5. Support definition of Information Exchange Requirements (IERs), their staffing and approval process through the NATO Governance bodies.
6. Draft relevant architectures in support of concept definition and solicitation to other stakeholders within the Alliance.
7. Support operationalization of the concepts by acting as an SME during requirements definition (development of Capability Requirements Brief [CRB]) and project programming phase (through Capability Programme Plan [CPP]).
8. Prepare relevant briefing materials, as required, and deliver presentations.
9. Support and contribute to other warfare development activities related to the concept areas (feasibility studies, experimentation, contribution to other concepts, etc.).
10. Support and contribute to capability development activities related to the concept areas: capability requirements identification and definition across all aspects of DOTMLPFI, Analyses of Alternatives (AoA), etc.
11. Directly support the Branch Head/Technical Director/Section Heads and travel to meetings and conferences both within and outside NATO's boundaries for up to 30 days per year, as required.
12. Performs additional tasks, related to the contract, as required by the COTR.

**Essential Qualifications:**

1. Master's degree or similar national academic qualification in computer science, network security, cyber-security or any related field. Can be substituted with Bachelor Degree and 5 years of experience in relevant field.
2. Familiar with the concept development and operationalization processes. Minimum of 4 years of experience in the implementation of scientific concepts and prototypes development. At least 2 of those years should be in a role of lead architect.
3. Demonstrated ability and recent experience (less than two-year old) in the implementation of military-focused and/or cyberspace concepts, especially related to cyberspace situational awareness.

4. Practical and recent (less than two-years old) experience with architecture drafting, preferably using NATO Architectural Framework (NAF) or similar standard (e.g. TOGAF).
5. Knowledge of NATO or similar International Organisation structure, including its capability development processes and procedures.
6. Demonstrated experience in cooperative, distributed document development. This should include managing the refinement process, versioning, comment resolution and stakeholder management. Preferably within the concept project life cycle.
7. Demonstrated ability and recent experience in the process of planning, facilitation and executing workshops for various stakeholders including governmental agencies, Academia and industry.
8. Administrative and office environment experience including experience with MS Office applications.
9. NATO Secret Security Clearance or National equivalent.
10. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.

## Requirements Matrix

Contractor's technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals' résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). **Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).**

### Best Value Criteria for LABOR CATEGORY 5: CYBERSPACE SENIOR ENGINEER

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (identify if multiple citizenship & nation):

**Note: Each candidate within this category must have his/her own compliance matrix.**

Item	Compliant	Non-Compliant
Minimum of <b>one</b> past performance citations within the last <b>seven</b> years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		

Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 50 Points in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

<b>Item</b>	<b>Range</b>	<b>Page, Paragraph and Line Number</b>	<b>Score</b>
<p>PLEASE ENSURE TOTAL PTS EQUAL 100</p>	<p>Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.</p> <p><b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</b></p> <p><b>ANY SCORE OF ZERO IS NONCOMPLIANT</b></p>	<p>referencing where candidates meet the criteria and how.</p>	<p>(100 pts possible)</p>

<p>1. Master's degree or equivalent national academic qualification in computer science, network security, cyber-security or any related field; <b>OR</b> Bachelor's Degree and 5 years of experience in relevant field; Will accept Bachelor's.</p>	<p>No degree: 0 Points          Bachelor's degree: 5 Points          Bachelor's degree and 5 years of experience in relevant field of study; <b>OR</b>          Master's degree: 15 Points</p>		
<p>2. Familiar with the concept development and operationalization processes. Minimum of 4 years of experience in the implementation of scientific concepts and prototypes development. At least 2 of those years should be in a role of lead architect.</p>	<p>No Knowledge or Experience: 0 Points          Knowledge &amp; Experience 1- 4years: 5 Points          Knowledge &amp; Experience &gt; 4 years with less than 2 years as lead or main contributor: 10 Points          Knowledge &amp; Experience &gt; 4 years with more than 2 years as lead or main contributor: 20 Points</p>		
<p>3. Demonstrated ability and recent experience (five years within the past ten years) in the implementation of military-focused and/or cyberspace concepts, especially related to cyberspace situational awareness.</p>	<p>Not Demonstrated: 0 Points          Experience 1-5 years: Up to 10 Points          Experience &gt; 5 years: Up to 20 Points</p>		
<p>4. Practical and recent (less than two-years old) experience with architecture drafting, preferably using NATO Architectural Framework (NAF) or similar standard (e.g. TOGAF).</p>	<p>&lt; 2 year: 1 Points          2-5 years: 10 Points          5-10 years: 15 Points</p>		
<p>5. Knowledge of NATO or similar International Organisation structure, including its capability development processes and procedures.</p>	<p>&lt; 2 year: 1 Points          2-5 years: 5 Points          5-10 years: 10 Points</p>		

<p>6. Demonstrated experience in cooperative, distributed document development. This should include managing the refinement process, versioning, comment resolution and stakeholder management. Preferably within the concept project life cycle.</p>	<p>&lt; 2 year: 1 Points  2-5 years: 5 Points  5-10 years: 10 Points</p>		
<p>7. Demonstrated ability and recent experience in the process of planning, facilitation and executing workshops for various stakeholders including governmental agencies, Academia and industry.</p>	<p>&lt; 2 year: 1 Points  2-5 years: 5 Points  5-10 years: 10 Points</p>		
<p>8. Administrative and office environment experience including experience with MS Office applications.</p>	<p>No degree: 0 Points  Bachelor's degree: 5 Points  Bachelor's degree and 5 years of experience in relevant field of study; <b>OR</b>  Master's degree: 15 Points</p>		

## **LABOR CATEGORY 6: CONTRACT SUPPORT TO SENIOR CYBER LIAISON OFFICER TO CYBERSPACE BRANCH**

**Location:** Brussels, Belgium (On-site at NATO HQ)

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 1 April 2023 – 31 December 2023, Option Period One: 1 January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

### **Background Information:**

The Office of the Chief Information Officer (OCIO) as the Single Point of Authority (SPA) for NATO Enterprise Cyber Security is developing and plan to execute the NATO Cyber Adaptation Roadmap (CAR) which consists of a variety of lines of effort, all aimed at improving and bolstering cyber security capabilities for the NATO Enterprise.

NATO ACT Cyberspace Branch, in its role as the Capability Requirements Authority (CRA) for the Cyberspace Programme, look to outfit Cyberspace capability across key Cyber Security and Cyberspace Operations capability areas.

There is a need to align this effort, under the Cyberspace Programme, with the OCIO CAR.

The selected candidate will support, on a daily basis, the de-confliction, alignment and harmonization between the current and future plans of the Cyberspace CPP, working in different capacities to both build bridges and alignment across teams.

The role requires intimate knowledge of both programmes (Cyberspace and CAR) in order to work with key stakeholders to identify any overlaps, exclusions and/or potential challenges that should be identified early to easily mitigate.

The selected candidate will be required to work with a large set of stakeholders, including but not limited to, staff in the Cyberspace Branch at ACT, staff in the OCIO, staff at NCIA and, of course, ACO.

The selected incumbent should regularly review multiple risk registers across both programmes (and projects) and regularly analyse potential schedule, technical or other programmatic conflicts.

**Tasking:**

1. The Liaison Officer shall Maintain oversight and knowledge of future projects and existing projects within the Cyberspace Programme, keeping specific note of the capabilities and their projected scope.
2. The Liaison Officer must act as a bridge between the ACT team and the OCIO, as well as between the US and Brussels and must therefore coordinate and arrange meetings and other activities in order to converge ACT and OCIO teams.
3. Using the information acquired through tasking above, the liaison officer must engage with OCIO staff (as appropriate) and monitor (to the best extent possible) activities within the Cyber Adaptation Roadmap (CAR) and, on a regular basis, analyse touchpoints, dependencies and any conflicts.
4. The Liaison Officer must work actively with NCIA to de-conflict projects, where necessary, emerging from the Cyberspace Programme and the OCIO Programme of Work (or Cyber Adaptation Roadmap). The liaison must track activities and ensure synchronization takes place where possible.
5. With respect to the activities within the Cyber Adaptation Roadmap (or CIO Programme of Work), the Liaison Officer must work actively with other respective stakeholders in ACT (CIS, ACT-CIO, AoS) in coordination with the Implementation Officer, to help to identify any potential conflicts between ACT, NCIA and OCIO goals.



6. Based on the analysis performed in the activities above, the Liaison Officer must action any identified conflicts to resolution by working with the appropriate stakeholders from ACT (PD, Capability Engineers and Requirement Managers), OCIO (SMEs, as appropriate), NCIA (PMs and SMEs, as appropriate). Conflicts must continue to be tracked until they are no longer considered a risk to the overall Programmes.
7. On a monthly basis, the liaison officer shall present to the Cyberspace section (OPS and CAPS) on the ongoing OCIO projects and the outcomes from the analysis performed in the tasks described above. This meeting may be expanded to the wider Cyberspace Branch and / or beyond to others branches in CAPDEV, as necessary.
8. On a regular basis, the Liaison Officer shall maintain contact with staff within the ACT Office of Security (AOS), the ACT CIO office and the CIS branch on items pertaining to their Area of Responsibility (AOR) and the OCIO activities. The Officer must also assist these branches with understanding tasks related to their AOR and oversee coordination within ACT across Cyber, CIS, AOS and ACT's CIO office.
9. The Liaison Officer must attend relevant meetings and provide a brief summary to the relevant ACT team (as per 7.1.1.8) and identify if any activities (such as Table Top Exercises [TTXs]) should be aligned with ongoing activities (such as the ACT gap assessments).

### **Essential Qualifications:**

1. A Bachelor's Degree or equivalent in Engineering, Mathematics or Computer Science from an accredited university.
2. Post-graduate education in CIS security and cyber defence disciplines, as a Certified Information Systems Security Professional (CISSP), GIAC Security Expert or ISACA Certified Information Security Manager (CISM).
3. Demonstrated resiliency working within ambiguous environments with little direction and guidance, willingness to be proactive and seek engagements (without invitation).
4. Five years of experience within the last eight years working in a Cyber Security or Cyberspace Operations environment, with clear experience of applying knowledge to a complex system of systems environment.
5. Minimum of three years working within an international environment (National Government/Industry, International Organization, Non-Government Organization, etc.) and building relationships with personnel in diverse cultural background.

6. Minimum of five years working large-scale Cyber/CIS projects.
  7. Demonstrate five years of experience working in a large, enterprise environment.
  8. Demonstrate a working knowledge of NATO as an organization and how it is organized including the relationships between NATO HQ (including OCIO), the SCs and the agencies (NCIA and NSPA).
  9. Strong organizational, planning, and written and verbal communications skills. Mediation/Mitigation skills with the ability to broker compromise to reach a “win-win” (must provide two examples).
-

## Requirements Matrix

Contractor's technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals' résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).

### Best Value Criteria for LABOR CATEGORY 6: SENIOR CYBER LIAISON OFFICER TO CYBERSPACE BRANCH

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (identify if multiple citizenship & nation):

**Note: Each candidate within this category must have his or her own compliance matrix.**

Item	Compliant	Non-Compliant
Minimum of <b>one</b> past performance citations within the last <b>seven</b> years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP))		

3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 50 Points in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

Item	Range	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
<p><b>PLEASE ENSURE TOTAL PTS EQUAL 100</b></p>	<p>Point values assigned based on level of knowledge / experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.</p> <p><b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where</b></p>		

	<p><b>experience can be validated will result is disqualification.</b></p> <p><b>ANY SCORE OF ZERO IS NONCOMPLIANT</b></p>		
1. A Bachelors Degree in Engineering, Mathematics or Computer Science from an accredited university or equivalent.	<p>Yes - 10 Points</p> <p>No - 0 Points</p>		
2. Post-graduate education in CIS security and cyber defence disciplines, as a Certified Information Systems Security Professional (CISSP), GIAC Security Expert or ISACA Certified Information Security Manager (CISM).	<p>No post-graduate education (CISSP, GIAC or ISACA): 0 Points</p> <p>CISSP, GIAC or ISACA certification: 10 Points</p>		
3. Two examples of working in an ambiguous environment.	<p>Two valid examples - 10 Points</p> <p>One valid example - 5 Points</p> <p>No valid example - 0 Points</p>		

4. Five years in the last 8 years of cyber security of cyberspace operations experience in a complex environment.	<p>7-8 years - 20 points</p> <p>5 - 7 years - 15 Points</p> <p>Less than 5 years - 1Point</p>		
5. Minimum 3 years working within an international environment and relationship building.	<p>7+ years - 10 points</p> <p>3 - 7 years - 5 Points</p> <p>Less than 3 years -1 Point</p>		
6. Five years of experience working with large-scale projects at the enterprise level.	<p>6+ years - 10 points</p> <p>5 - 6 years - 5 Points</p> <p>Less than 5 years - 1 Point</p>		

7. MS Office including Word, Excel, SharePoint, PowerPoint.	Yes, all - 5 Points  Yes, partial - 3 Points		
8. Summary of NATO organization and relationship between NCIA, NSPA, ACT, ACO, and NATO HQ (OCIO).	Yes, all -10 Points  Yes, partial - 5 Points  No, incorrect - 1 Point		
9. Proven organizational, planning, written and verbal skills.	Yes - 5 Points  No examples - 0 Point		
10. Two examples in conflict management and seeking the "win-win".	Yes, two examples -10 Points  Yes, one example - 5 Points  No examples - 0 Point		

---

## **LABOR CATEGORY 7: SENIOR CYBER IMPLEMENTATION OFFICER TO CYBERSPACE BRANCH**

**Location:** Norfolk, VA, USA (On-site)

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 1 February 2023 – 31 December 2023, Option Period One: 1 January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

### **Background Information:**

The Office of the Chief Information Officer (OCIO) as the Single Point of Authority (SPA) for NATO Enterprise Cyber Security is developing and plan to execute the NATO Cyber Adaptation Roadmap (CAR) which consists of a variety of lines of effort, all aimed at improving and bolstering cyber security capabilities for the NATO Enterprise.

NATO ACT Cyberspace Branch, in its role as the Capability Requirements Authority (CRA) for the Cyberspace Programme, look to outfit Cyberspace capability across key Cyber Security and Cyberspace Operations capability areas.

There is a need to align this effort, under the Cyberspace Programme, with the OCIO CAR.

The selected candidate will support, on a daily basis, the de-confliction, alignment and harmonization between the current and future plans of the Cyberspace CPP, working in different capacities to both build bridges and implement specific aspects of the CAR as required.



The role requires intimate knowledge of both programmes (Cyberspace and CAR) in order to work with key stakeholders to identify any overlaps, exclusions and/or potential challenges that should be identified early to easily mitigate.

The selected candidate will be required to work with a large set of stakeholders, including but not limited to, staff in the Cyberspace Branch at ACT, staff in the OCIO, staff at NCIA and, of course, ACO.

The selected incumbent should regularly review multiple risk registers across both programmes (and projects) and regularly analyse potential schedule, technical or other programmatic conflicts.

**Tasking:**

1. The Implementation Officer maintains oversight and knowledge of existing and future actions coming from the NATO Cyber Adaptation Roadmap, in priority, and the Cyber Programme of Work, keeping specific note of the potential impact on the capabilities development and their projected scope.
2. Using the information acquired through tasking above, the Implementation Officer must engage with OCIO staff (as appropriate) and monitor (to the best extent possible) activities within the Cyber Adaptation Roadmap (CAR) and, on a regular basis, provide in-depth review and track technical content of activities across various stakeholders, across various organizations.
3. The Implementation Officer must contribute to the activities of the Cyberspace Branch team, initiating specific tasks in coordination with HQ SACT in the US, staff in Europe, and the Liaison Officer within the context of the NATO Cyber Adaptation Roadmap.
4. The Implementation Officer must represent Cyberspace with command leadership at the three star level on issues pertaining to ACT and the OCIO, and provide information to aid senior leadership in making informed decisions.
5. The Implementation Officer shall elicit, capture and collect operations and capability requirements across all aspects of DOTMLPFI for Cyberspace, related to OCIO and ACO intents.
6. The Implementation Officer must apply analytical skills and the ability to process large quantities of information to apply it to a technical environment and produce documented deliverables or contributions to deliverables produced by other stakeholders.

7. The Implementation Officer must have the ability to read large volumes of information and provide brief summaries to staff in the Cyberspace Branch, and extract specific details that bring relevancy to the Cyberspace Programme.
8. The Implementation Officer shall contribute and participate to the doctrinal development, to the policies, directives and process refinement related to requirements and in support of both Cyberspace Programme and Cyber Adaptation Roadmap.
9. The Implementation Officer shall author and participate in the development of artefacts supporting the roadmap, including concepts, policy, procedures and other technical items.
10. The Implementation Officer shall perform additional tasks as required by the COTR related to the LABOR category.

**Essential Qualifications:**

1. A Bachelor's Degree or equivalent in Engineering, Mathematics or Computer Science from an accredited university.
2. Post-graduate education in CIS security and cyber defence disciplines, as a Certified Information Systems Security Professional (CISSP), GIAC Security Expert or ISACA Certified Information Security Manager (CISM).
3. Five years of experience within the last eight years working in a Cyber Security or Cyberspace Operations environment, with clear experience of applying knowledge to a complex system of systems environment.
4. Five to seven years of demonstrable experience working with systems engineering principles (such as design and development of use cases, work flow diagrams, architecture).
5. Demonstrate a working knowledge of NATO as an organization and how it is organized including the relationships between NATO HQ (including OCIO), the SCs and the agencies (NCIA and NSPA).
6. Minimum of 3 years in the past seven years managing organizational responsibilities and priorities as a Team/Project Manager.
7. Strong organizational, planning, and written and verbal communications skills.

## Annex B

### Requirements Matrix

Contractor's technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals' résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).

#### **Best Value Criteria for LABOR CATEGORY 7: SENIOR CYBER IMPLEMENTATION OFFICER TO CYBERSPACE BRANCH**

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (identify if multiple citizenship & nation):

**Note: Each candidate within this category must have his or her own compliance matrix.**

Item	Compliant	Non-Compliant
Minimum of <b>one</b> past performance citations within the last <b>seven</b> years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of <b>50 Points</b> in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

<p><b>Item</b></p> <p><b>PLEASE ENSURE TOTAL PTS EQUAL 100</b></p>	<p><b>Range</b></p> <p>Point values assigned based on level of knowledge / experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.</p> <p>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</p> <p><b>ANY SCORE OF ZERO IS NONCOMPLIANT</b></p>	<p><b>Page, Paragraph and Line Number</b> where candidates meet the criteria and how.</p>	<p><b>Score (100 pts possible)</b></p>
<p>1. A Bachelors Degree in Engineering, Mathematics or Computer Science from an accredited university (or equivalent)</p>	<p>Yes - 10 Points</p> <p>No - 0 Points</p>		

<p>2. Post-graduate education in CIS security and cyber defence disciplines, as a Certified Information Systems Security Professional (CISSP), GIAC Security Expert or ISACA Certified Information Security Manager (CISM).</p>	<p>No post-graduate education (CISSP, GIAC or ISACA): 0 Points</p> <p>CISSP, GIAC or ISACA certification: 10 Points</p>		
<p>3. Five years in the last eight years of cyber security of cyberspace operations experience in a complex environment.</p>	<p>8 years - 25 points</p> <p>5 - 7 years - 15 Points</p> <p>Less than 5 years - 1Point</p>		
<p>4. Five to seven years demonstrable experience working with systems engineering products (use cases, work flow diagrams, architecture).</p>	<p>7+ years - 20 points</p> <p>5 - 6 years - 10 Points</p> <p>Less than 5 years -1 Point</p>		
<p>5. Summary of NATO organization and relationship between NCIA, NSPA, ACT, ACO, and NATO HQ (OCIO).</p>	<p>Yes, all - 10 Points</p> <p>Yes, partial -5 Points</p>		

	No, incorrect - 1 Point		
6. Minimum of 3 years in the past seven years managing organizational responsibilities and priorities as a Team/Project Manager	7 years - 25 Points 3-5 years - 20 Less than 3 years - 0 Point		

## **LABOR CATEGORY 8: CYBERSPACE OPERATIONS WARFARE DEVELOPMENT SENIOR ENGINEER**

**Location:** Norfolk, VA, USA (On-site)

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 1 February 2023 – 31 December 2023, Option Period One: 1 January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

### **Background Information:**

During the NATO Warsaw Summit (July 2016) the Alliance declared cyberspace as a domain of operations. Beginning 2021, SACT released the NATO Warfare Capstone Concept, which defined a number of warfare development imperatives (WDIs) and a number of supporting Lines of Development, to direct the development of transformational warfare and capabilities. 2021 saw as well the release of a new, approved Cyber Defence Policy, and 2022 brought the Cyber Defence Policy Action Plan (CDPAP) and the new Cyber Adaptation Plan (CDAP), among other challenging tasking instruments. In parallel to all these activities, the NATO Military Authorities (NMA) continue pursuing the further development of NATO military operations in cyberspace, including all the continuum between feasibility analysis and concept development, to capability development, training and lessons learned. The under development NATO cyberspace operations warfare development work plan (WDWP) will provide guidance on the development of cyberspace operations.

The increase of tempo and the complexity associated to military cyberspace operations results in an increase of specialized workload that cannot be absorbed by the staff in ACT's cyber branch. In consideration of the above, additional expertise needs to be procured to execute the increasingly demanding operational and technical activities.

### **Tasking:**



The cyberspace branch Technical Director (TD) is responsible for the management and implementation of ACT activities in the NATO cyberspace operations warfare development work plan (WDWP). The incumbent is expected to support the TD in this role, mainly through the development of inputs to (cyberspace operations related) analysis, studies and concepts, as well as the execution of concept verification and validation activities. The detailed list of tasks is as follows:

1. Conduct a brief literature review of existing NATO doctrine, vision and strategy, policy, concepts and implementation efforts in the area of cyberspace operations.
2. Support the cyberspace branch TD in the development and coordination of the NATO cyberspace operations warfare development work plan (WDWP).
3. Support the TD in the development of inputs for on-going and planned cyberspace strategic outlook analysis, feasibility studies, technical and operational concepts and technical studies.
4. Support the cyberspace branch Federation and Engagement Staff Officer in connecting to and building relevant communities of interest (NATO, nations, industry, and Academia), in support of the development and implementation of the WDWP activities. This might include the organization of meetings, conferences and workshops.
5. Based on inputs collected during meetings, workshops and direct engagements, contribute to other ongoing concept/strategy/study development efforts.
6. Support concepts'/strategy papers' finalization, staffing and approval process through the NATO Governance bodies.
7. Support concept validation and experimentation activities by orchestrating/contributing to validation and verification campaigns, tests, exercises, demonstrations or experiments.
8. Prepare relevant briefing materials, as required, and deliver presentations.
9. Travel to meetings and conferences both within and outside NATO's boundaries for up to 30 days per year, as required.
10. Perform additional tasks, related to the contract, as required by the COTR.

**Essential Qualifications:**

1. Master's degree or equivalent national academic qualification in computer science, network security, cyber-security or related field **OR** Bachelor's Degree or equivalent and 5 years of experience in relevant field.
2. Post-graduate education in CIS security and cyber defence disciplines, as a Certified Information Systems Security Professional (CISSP), GIAC Security Expert or ISACA Certified Information Security Manager (CISM).
3. Familiar with the scientific concept development processes. Minimum of 4 years of experience in the field of concept development work. At least 2 of those years should be in a role of lead or main contributor.
4. Demonstrated experience working in or in direct support of a national, international or multi-national cyber command, in support of C2, C3, or C5 activities. Demonstrated ability and recent experience (less than two-year old) in planning, execution and assessment of military missions in cyberspace.
5. Demonstrated ability and recent experience in the process of planning, facilitation and executing workshops for various stakeholders including governmental agencies, Academia and industry.
6. Demonstrate a working knowledge of NATO or similar International Organisation structure, including its policy development processes and procedures.
7. Administrative and office environment experience including experience with MS Office applications.

## Annex B

### Requirements Matrix

Contractor’s technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals’ résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).

#### Best Value Criteria for Labor Category 8: CYBERSPACE WARFARE DEVELOPMENT SENIOR ENGINEER

Company Name:

Proposed Candidate Name:

Proposed Candidate’s Nationality (identify if multiple citizenship & nation):

Item	Compliant	Non-Compliant
Minimum of <b>one</b> past performance citations within the last <b>seven</b> years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP))		

3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 50 Points in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

<b>Item</b>	<b>Range</b>	<b>Page, Paragraph and Line Number referencing where candidates meet the criteria and how.</b>	<b>Score (100 pts possible)</b>
<b>PLEASE ENSURE TOTAL PTS EQUAL 100</b>	<p>Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.</p> <p><b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</b></p> <p><b>ANY SCORE OF ZERO IS NONCOMPLIANT</b></p>		
Master's degree or equivalent national academic qualification in computer science, network security, cyber-security or related field OR Bachelor's Degree or equivalent and 5 years of experience in relevant field.	<p>No degree: 0 Points</p> <p>Bachelor degree only: 5 Points</p> <p>Bachelor degree and 5 years of experience in relevant field of study: 10 Points</p>		

<p style="text-align: center;"><b>Item</b></p> <p style="text-align: center;"><b>PLEASE ENSURE TOTAL PTS EQUAL 100</b></p>	<p style="text-align: center;"><b>Range</b></p> <p style="text-align: center;">Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.</p> <p style="text-align: center;"><b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</b></p> <p style="text-align: center;"><b>ANY SCORE OF ZERO IS NONCOMPLIANT</b></p>	<p style="text-align: center;"><b>Page, Paragraph and Line Number referencing where candidates meet the criteria and how.</b></p>	<p style="text-align: center;"><b>Score (100 pts possible)</b></p>
	<p>Master's degree: 20 Points</p>		
<p>Post-graduate education in CIS security and cyber defence disciplines, as a Certified Information Systems Security Professional (CISSP), GIAC Security Expert or ISACA Certified Information Security Manager (CISM).</p>	<p>No post-graduate education (CISSP, GIAC or ISACA): 0 Points</p> <p>CISSP, GIAC or ISACA certification: 10 Points</p>		
<p>Familiar with the scientific concept development processes. Minimum of 4 years of experience in the field of concept development work. At least 2 of those years should be in a role of lead or main contributor.</p>	<p>No experience or familiarity: 0 Points</p> <p>Familiar with the theory and practical experience &lt; 4years: 5 Points</p> <p>Practical experience &gt; 4 years with less than 2 as lead or main contributor: 10 Points</p> <p>Practical experience &gt; 4 years with more than 2 as lead or main contributor: 20 Points</p>		

<p style="text-align: center;"><b>Item</b></p> <p style="text-align: center;"><b>PLEASE ENSURE TOTAL PTS EQUAL 100</b></p>	<p style="text-align: center;"><b>Range</b></p> <p style="text-align: center;">Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.</p> <p style="text-align: center;"><b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</b></p> <p style="text-align: center;"><b>ANY SCORE OF ZERO IS NONCOMPLIANT</b></p>	<p style="text-align: center;"><b>Page, Paragraph and Line Number</b> referencing where candidates meet the criteria and how.</p>	<p style="text-align: center;"><b>Score</b> (100 pts possible)</p>
<p>Demonstrated experience working in or in direct support of a national, international or multi-national cyber command, in support of C2, C3, or C5 activities. Demonstrated ability and recent experience (less than two-year old) in planning, execution and assessment of military missions in cyberspace.</p>	<p>&lt; 1 year: 0 Points</p> <p>&gt; 1 years: 20 Points</p> <p>&gt; 2 years: 30 Points</p>		
<p>Demonstrated ability and recent experience in the process of planning, facilitation and executing workshops for various stakeholders including governmental agencies, Academia and industry.</p>	<p>&lt; 3 year: 0 Points</p> <p>3 -5 years: 5 Points</p> <p>5+ years: 10 Points</p>		
<p>Demonstrate a working knowledge of NATO or similar International Organisation structure, including its policy development processes and procedures.</p>	<p>&lt; 1 year: 0 Points</p> <p>&gt; 1 years: 5 Points</p>		
<p>Administrative and office environment experience including experience with MS Office applications.</p>	<p>&lt; 1 year: 0 Points</p> <p>1- 3 years: 1 Points</p> <p>&gt; 3 years: 5 Points</p>		

Programme JISR and Awareness / Additional 2023 Workforce Requirements	ACT-6208	One Labor Category (9)	Total Candidates per TT: 1	Total Candidates for IFIB progress: 9
---	----------	---------------------------	-------------------------------	--

## LABOR CATEGORY 9: SENIOR INTELLIGENCE AND JISR SERVICES CONTRACTOR SUPPORT

**Location:** Norfolk, VA, USA (On-site)

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 1 February 2023 – 31 December 2023, Option Period One: 1 January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

### Background Information:

The HQ SACT Joint Intelligence, Surveillance, and Reconnaissance and Joint Effects (JISR-JE) Branch requires support for developing Intelligence and JISR services and associated capabilities and activities. This includes analysis, planning, and technical expertise supporting but not limited to the Common Funded Capability Development Governance Model (CFCDGM) across the elements of Doctrine, Organization, Training, Materiel, Leadership, Personnel, Facilities, and Interoperability (DOTMLPFI), the production or update as needed of JISR and Intelligence Architecture and associated elements as required. Support will include identifying and documenting potential architectural and interoperability gaps, developing and helping implement strategies to mitigate, and improving capability development of Intelligence and ISR Functional Services, including but not limited to Recognized Intelligence Picture, Intelligence Analysis, Intelligence Production, ISR Collection, ISR Exploitation, Information Requirements Management, and Collection Management. In accordance with the NATO Policy on Enterprise Architecture and the Common Funded Capability

Governance Model, ACT is responsible for developing Capability Architectures. The most recent formal JISR Reference Architecture was produced circa 2011; other informal documentations of aspects of JISR architecture have been developed when needed, but there has not been an enterprise-wide architecture conducted during this period—support in advancing these efforts is desired.

**Tasking:**

1. Analytic production supporting CFCDGM products and planning including Operational Requirement Statements, Capability Requirements Brief, Capability Programme Plan, Programme Plan, and others as required
2. Development of an initial Architecture Vision, including Stakeholder analysis.
3. Collect the relevant documents and information for involved CFCDGM projects and architectures, including previous reference architectures, policies, Capability Packages, requirements and provide a source document repository
4. Update the JISR and Intelligence Architecture resulting from changes identified based on analytic support in accordance with relevant NATO standards, including NATO Enterprise Architecture Policy, NATO Architecture Framework Version 4; and with application open standards including TOGAF and Archimate.
5. Consult as appropriate with project/programme managers, operational users, business architects, system engineers, etc., within NATO, Multinational, and potentially National commands and agencies to support services planning and analysis.
6. Interact directly with external stakeholders within the scope of this contract.
7. Provide recommendations regarding identified capability or interoperability gaps and potential risks along with strategies to address well potential updates or modifications of the architecture, including a draft plan for the follow-on of the work.
8. Elicit, capture, develop, analyse and evaluate Intelligence and JISR requirements.
9. Support Programme and Project planning activities to ensure that the dependencies between requirements and the other elements of the plans are understood and taken into consideration.
10. Provide technical guidance and mentoring to other requirements managers.
11. Support the development, analysis and review of concepts of operation, courses of action and alternatives.



12. Coordinate DOTMLPFI development and implementation synchronization; support the development of recommended courses of action to resolve issues relating capability development.
13. Organise and participate to workshops, seminars, conferences and meetings in support of the activities above.
14. Collaborate with National and international military and civilian organizations, including Centres of Excellence and academia, in support of the activities above.
15. Identify Lessons and contribute to their Learning within the organization.
16. Support the Branch Head CR and travel to meetings and conferences both within and outside NATO's boundaries for up to 30 days per year.
17. Perform additional tasks as required by the COTR related to the labor category.
18. Provide weekly verbal progress reports to the assigned Project Lead and COTR.

### **Essential Qualifications**

1. Five years in the last ten years in the field of information technology and software services, to include familiarity with government/industry Communications and Information Systems.
2. Three years' experience in the last ten years working in a National or NATO strategic or operational command.
3. Ability to participate effectively in high-level discussions, workshops, panels, etc. and prepare professional, high quality documents for review.
4. Three years' experience in the last ten years working in Intelligence and/or JISR
5. A Master's Degree in the fields of engineering, management, information systems, business administration, public administration, operations research, project management, international relations or related disciplines, or Bachelor's equivalent with three years' experience.
6. Experience in elicitation, capture, development, analysis and evaluation of capability requirements.

7. Demonstrable recent (i.e. in the last 10 years) experience in procurement programs in the defence sector. In particular, experience in participation to Programme/Project boards, development of decision support briefings, studies of best procurement alternatives, and risk management.
8. Enterprise Architecture related certifications such as The Open Group Architecture Framework (TOGAF).
9. Demonstrable recent (i.e. in the last 10 years) experience in development or exploitation of Enterprise or Capability level Architectures in support of defence procurement.
10. Knowledge of project management principles and demonstrated success in applying them to deliver capabilities with or without certification. In particular, experience in initiation and management of programmes and projects, development of exception and routine reports, and management of work breakdown packages. Program and Project Management related certifications such as MSP and PRINCE2, or PMP and PgMP.
11. One or more Requirements Management related certifications such as the ones required to support the US JCIDS Process or the equivalent from other Nations, or the ones recognised by leading organizations in the field such as the IIBA or the IREB
12. Demonstrable recent (i.e. in the last 10 years) experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in system development.
13. Demonstrable recent (i.e. in the last 10 years) experience in the development and maintenance of interoperability requirements, including interface control documents.
14. Demonstrable recent (i.e. in the last 10 years) experience in applying Operational Research techniques in support of Analysis of Alternatives, trade-off studies and Course of Action comparisons. Experience should include techniques like hypothesis testing, MCDA, experimentation, wargaming and simulation.

## Requirements Matrix

Contractor’s technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals’ résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). **Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).**

### Best Value Criteria for LABOR CATEGORY 9: SENIOR INTELLIGENCE AND JISR SERVICES CONTRACTOR SUPPORT

Company Name:

Proposed Candidate Name:

Proposed Candidate’s Nationality (identify if multiple citizenship & nation):

**Note: Each candidate within this category must have their own compliance matrix.**

Item	Compliant	Non-Compliant
Minimum of <b>one</b> past performance citations within the last <b>seven</b> years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		

Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 50 Points in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

Item	Range	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
<p><b>PLEASE ENSURE TOTAL PTS EQUAL 100</b></p>	<p>Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.</p> <p><b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</b></p> <p><b>ANY SCORE OF ZERO IS NONCOMPLIANT</b></p>		

<p>1. Five years in the last ten years in the field of information technology and software services, to include familiarity with government/industry Communications and Information Systems</p>	<p>&lt; 5 years – 0 Points  5+ years – 1-4 Points  10+ years - 5 Points</p>		
<p>2. Three years' experience in the last ten years working in a National or NATO strategic or operational command</p>	<p>&lt; 3 years – 0 Points  3+ years – 1-4 Points  10+ years - 5 Points</p>		
<p>3. Ability to participate effectively in high-level discussions, workshops, panels, etc. and prepare professional, high quality documents for review</p>	<p>No – 0 Points  Yes - 5 Points</p>		
<p>4. Experience working in Intelligence and/or JISR</p>	<p>&lt; 3 years – 1-4 Points  3+ years – 5-14 Points  10+ years - 15 Points</p>		

<p>5. A Master's Degree in the fields of engineering, management, information systems, business administration, public administration, operations research, project management, international relations or related disciplines, or Bachelor's equivalent with three years' experience.</p>	<p>No Degree = 0 Points</p> <p>Bachelor's = 1 Point</p> <p>Master's or Bachelor's with three year's experience = 5 Points</p>		
<p>6. Demonstrable recent (i.e. in the last 10 years) experience in development or exploitation of Enterprise or Capability level Architectures in support of defence procurement.</p>	<p>&lt; 5 years - 1-2 Points</p> <p>5+ years - 3-9 Points</p> <p>10+ years - 10 Points</p>		
<p>7. Demonstrable recent (i.e. in the last 10 years) experience in the development and maintenance of interoperability requirements, including interface control documents.</p>	<p>&lt; 3 years – 1-4 Points</p> <p>3+ years – 5-14 Points</p> <p>10+ years - 15 Points</p>		

<p>8. Demonstrable recent (i.e. in the last 10 years) experience in procurement programs in the defence sector. In particular, experience in participation to Programme/Project boards, development of decision support briefings, studies of best procurement alternatives, and risk management.</p>	<p>&lt; 3 years – 1-4 Points  3+ years – 5-14 Points  10+ years - 15 Points</p>		
<p>9. Demonstrable experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in system development.</p>	<p>&lt; 3 years – 1-4 Points  3+ years – 5-14 Points  10+ years - 15 Points</p>		

<p>10. Experience in elicitation, capture, development, analysis and evaluation of capability requirements.</p>	<p>Yes - 2 Points No - 1 Point</p>		
<p>11. Enterprise Architecture related certifications such as TOGAF.</p>	<p>Yes - 2 Points No - 1 Point</p>		
<p>12. Knowledge of project management principles and demonstrated success in applying them to deliver capabilities. In particular, experience in initiation and management of programmes and projects, development of exception and routine reports, and management of work breakdown packages. Program and Project Management related certifications such as MSP and PRINCE2, or PMP and PgMP.</p>	<p>Yes - 2 Points No 1 Point</p>		



<p>13. Demonstrable recent (i.e. in the last 10 years) experience in applying Operational Research techniques in support of Analysis of Alternatives, trade-off studies and Course of Action comparisons. Experience should include techniques like hypothesis testing, MCDA, experimentation, wargaming and simulation.</p>	<p>Yes - 2 Points No -1 Point</p>		
<p>14. One or more Requirements Management related certifications such as the ones required to support the US JCIDS Process or the equivalent from other Nations, or the ones recognised by leading organizations in the field</p>	<p>Yes - 2 Points No -1 Points</p>		

such as the IIBA or the IREB			
------------------------------	--	--	--



Programme Joint Effects / Additional 2023 Workforce Requirements	ACT-6209	Eight Labor Categories (10-17)	Total Candidates per TT: 8	Total Candidates for IFIB progress: 17
--	----------	-----------------------------------	-------------------------------	---

## **LABOR CATEGORY 10: CONTRACTOR SUPPORT TO NATO’S SPACE DOMAIN DOCTRINAL DEVELOPMENT**

**Location:** Norfolk, VA, USA (On-site)

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 1 July 2023 – 31 December 2023, Option Period One: 1 January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

### **Background Information:**

Having declared Space as an Operational Domain (OD), the Alliance political decision-makers, and the strategic and operational commanders recognize the need, and require the ability to engage more actively in a coordinated approach to operations involving the Space Domain.

- Vision: the Alliance will have unhindered access to, freedom of manoeuver within, and unfettered utilization of Space.
- Mission: NATO, through the nations, will gain and maintain operational advantage in the Space Domain in order to enable operations, missions, and activities.

NATO will achieve its vision and mission through the following functions:

- Space Domain Awareness (SDA). SDA is the common understanding, comprehension, and perception of all aspects associated with the Space Domain, to include threats and vulnerabilities, which could impact NATO and the Allies' safety, security, economy, and environment;
- Operational Space Support (OSS). OSS is the provision of Space data, products and services in support of NATO activities, missions, and operations procured from nations, governmental, commercial, and relevant multi-national and international organizations;
- Space Domain Coordination (SDC). SDC is the coordination of effects in the Space domain and for other domains, in support of NATO's operations, missions, and activities.

The declaration of the Space Domain came with the creation of a capstone policy document, the Overarching Space Policy (OSP). This document defines the principle and tenets the Alliance Nations agreed to regarding NATO Space. As a Domain, Space has to be integrated in all applicable NATO activities, missions and operations, following the OSP guidance.

The scope of work lies in preparation, development, adaptation and coordination of all policy work-strands relevant for NATO Space.

### **Tasking:**

1. Support the development, adaptation and transposition of relevant policy, doctrine, directives and guidance;
2. In coordination with the Space capabilities SMEs, ensure the Space policy tenets and principles are properly translated into the capability program plans (CPP);
3. Support the coordination for and participation to the execution of activities to develop operational concepts, doctrine, policy, Programme of Work (PoW) activities;
4. Support in appropriate committees, panels and working groups linked to policy and doctrine as required;
5. Ensure Lessons Learned (LL) is an integrated part of all Space activities. Ensure LL requests, planning, creation, collection, staffing and handling in accordance with the NATO LL Process is an integrated part of any activity;
6. Set out relevant research findings and policy recommendations in detailed reports and briefing papers pertaining to the Space Domain;

7. Coordinate STRATCOM and legal aspects of Space with appropriate NATO bodies and HQ SACT dedicated branches;
8. Coordinate with external actors, strategic entities and think tanks in line with ACT initiatives pertaining to outreach and all DOTMLPFI aspects;
9. Support coordination (as appropriate) with NATO Center of Excellence;
10. Provide bi-weekly updates to the Space Team on progress made on taskings;
11. Organise and participate in workshops, seminars, conferences and meetings in support of the activities above, both within and outside NATO's boundaries for up to 30 days per year.

**Qualifications:**

1. A University Degree or Bachelor's equivalent in the fields of engineering, management, information systems, business administration, public administration, operations research, project management, international relations or related disciplines;
2. Two years in the past ten years demonstrable experience in the field of Programme Management within a complex and dynamic environment, with a focus on military capability development;
3. Three years in the last ten years demonstrable experience in the field of management of information systems, accounting, economics, finance, business administration, public administration, operations research, project management or related discipline;
4. Demonstrable experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in system development.
5. Familiarity with NATO's Overarching Space Policy (open source document);
6. Knowledge of project management principles and demonstrated success in applying them to deliver capabilities with or without certificate in Program and Project Management related certifications such as MSP and PRINCE2;

## Annex B

### Requirements Matrix

Contractor’s technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals’ résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).

#### **Best Value Criteria for LABOR CATEGORY 10: CONTRACTOR SUPPORT TO NATO’S SPACE DOMAIN DOCTRINAL DEVELOPMENT**

Company Name:

Proposed Candidate Name:

Proposed Candidate’s Nationality (identify if multiple citizenship & nation):

**Note: Each candidate within this category must have their own compliance matrix.**

Item	Compliant	Non-Compliant
Minimum of <b>one</b> past performance citations within the last <b>seven</b> years to show that it has successfully		

completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 50 Points in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

<b>Item</b>	<b>Range</b>	<b>Page, Paragraph and Line Number referencing where candidates meet the criteria and how.</b>	<b>Score (100 pts possible)</b>
<p>PLEASE ENSURE TOTAL PTS EQUAL 100</p>	<p>Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.</p> <p><b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</b></p> <p><b>ANY SCORE OF ZERO IS NONCOMPLIANT</b></p>		

<p>1. A University Degree or Bachelor's equivalent in the fields of engineering, management, information systems, business administration, public administration, operations research, project management, international relations or related disciplines;</p>	<p>No degree: 0 Points Degree: 10 Points</p>		
<p>2. Two years in the past ten years demonstrable experience in the field of Programme Management within a complex and dynamic environment, with a focus on military capability development;</p>	<p>&lt; 2 year: 1 Points &gt; 2 years: 10 Points &gt; 5 years: 15 Points &gt; 10 years: 20 Points</p>		
<p>3. Three years in the last ten years demonstrable experience in the field of management of information systems, accounting, economics, finance, business administration, public administration, operations research, project management or related discipline</p>	<p>&lt; 3year: 1 Points &gt; 3 years: 10 Points &gt; 5 years: 15 Points &gt; 10 years: 20 Points</p>		
<p>4. Demonstrable experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in system development</p>	<p>No background: 1 Points Background in NCS/NFS:10 Points Background in NCS/NFS and working experience with NATO Agencies: 20 Points</p>		
<p>5. Familiarity with NATO's Overarching Space Policy (open source document)</p>	<p>Yes = 10 Point No = 0 Points</p>		
<p>6. Knowledge of project management principles and demonstrated success in applying them to deliver capabilities with or without certificate in Program and Project Management related certifications such as MSP and PRINCE2</p>	<p>Yes = 20 Points No = 0 Points</p>		



---

## **LABOR CATEGORY 11: CONTRACTOR SUPPORT TO NATO'S SPACE DOMAIN CAPABILITY DEVELOPMENT**

**Location:** Norfolk, VA, USA (On-site)

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 1 July 2023 – 31 December 2023, Option Period One: 1 January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

### **Background Information:**

Having declared Space as an Operational Domain (OD), the Alliance political decision-makers, and the strategic and operational commanders recognize the need, and require the ability to engage more actively in a coordinated approach to operations involving the Space Domain.

- Vision: the Alliance will have unhindered access to, freedom of manoeuver within, and unfettered utilization of Space.
- Mission: NATO, through the nations, will gain and maintain operational advantage in the Space Domain in order to enable operations, missions, and activities.

NATO will achieve its vision and mission through the following functions:

- Space Domain Awareness (SDA). SDA is the common understanding, comprehension, and perception of all aspects associated with the Space Domain, to include threats and vulnerabilities, which could impact NATO and the Allies' safety, security, economy, and environment;

- Operational Space Support (OSS). OSS is the provision of Space data, products and services in support of NATO activities, missions, and operations procured from nations, governmental, commercial, and relevant multi-national and international organizations;
- Space Domain Coordination (SDC). SDC is the coordination of effects in the Space domain and for other domains, in support of NATO's operations, missions, and activities.

The Operational Requirement Statement (ORS) will be submitted to the Nations mid-November 2022 and is expected to be approved early Q1 2023. ACT and ACO are currently in the process of refining the Capability requirements. ACT will address the entire DOTMLPFI approach with the Capability Programme Plan (CPP), which includes also the Analysis of Alternatives (AOA).

The scope of work lies in administrative and analysis support for the timely development of the Capability Requirement Briefing (CRB), the Capability Programme Plan (CPP) and the Project Proposals (PP), as well as updates to these documents as required. The position will report to the Trial Structure Branch Head.

### **Tasking:**

1. Support to the development of NATO's Space Programme capability products in accordance with NATO's governance model for the delivery of common funded capabilities across DOTMLPFI lines of development in a through life cycle approach. This will be based on the guidance of the ACT Space Capability Programme Director.
2. Support the ACT Space Capability Programme Director in programme management efforts, including the interaction with Space stakeholders at all levels, from strategic to tactical;
3. Provide inputs to and receive support from the Project Management Office (PMO) to inform programmatic decisions and to support ACT's overall project management process;
4. Participate in the creation of the CRB (including requirements elicitation), CPP and subsequent PPs in the context of the ACT-led effort to deliver a holistic approach towards Space capability development, based on identified requirements (ORS under approval process);
5. Provide bi-weekly electronic updates to the Programme Director and the Space Team about the status of these documents;
6. Create drafts for the required governance updates, related to NATO Space;

7. Input NATO's Space Programme capability status information in the electronic environment supporting ACT warfare development, information sharing, and coordination;
8. Anticipate bottlenecks that might hamper the successful delivery of the capability and communicate to the ACT Space Capability Programme Director in a timely manner;
9. Support the interaction with NATO Agencies related to the NATO Space Capability Programme Plan and validation of capabilities;
10. Identify Lessons Learnt and Best Practices, and contribute to their staffing within the organisation;
11. Support workshops, seminars, conferences and meetings in support of the activities above, both within and outside NATO's boundaries for up to 30 days per year;
12. Perform additional tasks, as required by the COTR, related to the labor category.

**Essential Qualifications:**

1. A University/ Bachelor's or Military College degree;
2. Two years' demonstrable Programme/Project Management experience in the past ten years within a complex and dynamic environment, with a focus on military capability development;
3. Two years in the last ten years demonstrable experience in the field of requirements processes to include requirements elicitation and business analysis;
4. Operational experience in multinational, international or coalition environments.
5. Knowledge of project management principles and demonstrated success in applying them to deliver capabilities with or without certificate in Program and Project Management related certifications such as MSP and PRINCE2;
6. Familiarity with NATO's Overarching Space Policy (open source document);
7. Demonstrable experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in system development.

## Annex B

### Requirements Matrix

Contractor’s technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals’ résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).

#### Best Value Criteria for LABOR CATEGORY 11: CONTRACTOR SUPPORT TO NATO’S SPACE DOMAIN CAPABILITY DEVELOPMENT

Company Name:

Proposed Candidate Name:

Proposed Candidate’s Nationality (identify if multiple citizenship & nation):

**Note: Each candidate within this category must have their own compliance matrix.**

Item	Compliant	Non-Compliant
Minimum of <b>one</b> past performance citations within the last <b>seven</b> years to show that it has successfully		

completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 50 Points in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

Item	Range	Page, Paragraph and Line Number	Score (100 pts possible)
<p>PLEASE ENSURE TOTAL PTS EQUAL 100</p>	<p>Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.</p> <p>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</p> <p>ANY SCORE OF ZERO IS NONCOMPLIANT</p>	<p>referencing where candidates meet the criteria and how.</p>	

1. A University/ Bachelor's or Military College degree;	No degree: 0 Bachelor degree only: 10		
2. Two years' in the last ten years demonstrable Programme/Project Management experience in the past ten years within a complex and dynamic environment, with a focus on military capability development;	< 2 year: 1 Points > 2 years: 10 Points > 5 years: 15 Points > 10 years: 20 Points		
3. Two years in the last ten years demonstrable experience in the field of requirements processes to include requirements elicitation and business analysis;	< 2 year: 1 Points > 2 years: 10 Points > 5 years: 15 Points > 10 years: 20 Points		
4. Operational experience in multinational, international or coalition environments	No military background: 5 Points Background in operational military:10 Points Background in operational military, AND integration of military functions at Joint level: 20 Points		
5. Knowledge of project management principles and demonstrated success in applying them to deliver capabilities with or without certificate in Program and Project Management related certifications such as MSP and PRINCE2	Yes = 10 Points No = 0 Points		
6. Familiarity with NATO's Overarching Space Policy (open source document);	Yes = 10 Points No = 0 Points		

<p>7. Demonstrable experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in system development</p>	<p>Yes = 10 Points No = 0 Points</p>		
---	--	--	--



## **LABOR CATEGORY 12: CONTRACTOR SUPPORT TO NATO'S SPACE DOMAIN IMPLEMENTATION**

**Location:** Norfolk, VA, USA (On-site)

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 1 February 2023 – 31 December 2023, Option Period One: 1 January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

### **Background Information:**

Having declared Space as an Operational Domain (OD), the Alliance political decision-makers, and the strategic and operational commanders recognize the need, and require the ability to engage more actively in a coordinated approach to operations involving the Space Domain.

- Vision: the Alliance will have unhindered access to, freedom of manoeuver within, and unfettered utilization of Space.
- Mission: NATO, through the nations, will gain and maintain operational advantage in the Space Domain in order to enable operations, missions, and activities.

NATO will achieve its vision and mission through the following functions:

- Space Domain Awareness (SDA). SDA is the common understanding, comprehension, and perception of all aspects associated with the Space Domain, to include threats and vulnerabilities, which could impact NATO and the Allies' safety, security, economy, and environment;

- Operational Space Support (OSS). OSS is the provision of Space data, products and services in support of NATO activities, missions, and operations procured from nations, governmental, commercial, and relevant multi-national and international organizations;
- Space Domain Coordination (SDC). SDC is the coordination of effects in the Space domain and for other domains, in support of NATO's operations, missions, and activities.

The scope of work lies in general support to the Space Branch leadership on all work strands related to the Domain implementation.

**Tasking:**

1. Support the Space Team leadership with the implementation of Space as an Operational Domain (ACT responsibilities) across the three operational functions (SDA, OSS and SDC);
2. Support the drafting all the documents the BiSC have to create per the Space Domain Action Plan and per the taskings received within / outside ACT;
3. Support the setup of all meetings related to NATO Space in ACT's area of responsibility, synchronize the calendars and draft the relative reports, minutes and records of decision;
4. Support the bi-annual NATO BiSC Space Working Group (NBiSCSWG) with the Nations. Provide administrative support and communicate with the Nations and NLRs to ensure proper communication prior to and after the WG;
5. Support the creation of newsletters, articles, videos, etc. as required;
6. Ensure the synchronization of Space SMEs contact information;
7. Ensure the synchronization and dissemination of key documents and reports;
8. Support content development for NATO Space Domain systems;
9. Support the ACT Space Team SMEs with their respective tasks as required, at high level;
10. Ensure proper coordination of the efforts within ACT Space Team;

11. Ensure proper coordination of the efforts between ACO and ACT Space Teams;
12. Performs additional tasks, as required by the COTR, related to the labor category.
13. Support workshops, seminars, conferences and meetings in support of the activities above, both within and outside NATO's boundaries for up to 30 days per year.

**Essential Qualifications:**

1. Knowledge of NATO, its organisational structure and previous experience working in an international organisation for a minimum of 1 year;
2. Experience working in defence environments or previous military experience;
3. Familiarity and knowledge of the specific area of military capability requested : Space;
4. National or NATO Space operational Courses (e.g. Space Operations Course, NATO Introduction to Space Support, etc.);
5. Event planning and project management experience;
6. Demonstrable experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in system development.

## Annex B

### Requirements Matrix

Contractor’s technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals’ résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).

#### **Best Value Criteria for LABOR CATEGORY 12: CONTRACTOR SUPPORT TO NATO’S SPACE DOMAIN IMPLEMENTATION**

Company Name:

Proposed Candidate Name:

Proposed Candidate’s Nationality (identify if multiple citizenship & nation):

**Note: Each candidate within this category must have their own compliance matrix.**

Item	Compliant	Non-Compliant
------	-----------	---------------

Minimum of <b>one</b> past performance citations within the last <b>seven</b> years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of <b>50 Points</b> in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

<b>Item</b>	<b>Range</b>	<b>Page, Paragraph and Line Number</b>	<b>Score</b>
<p>PLEASE ENSURE TOTAL PTS EQUAL 100</p>	<p>Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.</p> <p><b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</b></p> <p><b>ANY SCORE OF ZERO IS NONCOMPLIANT</b></p>	<p>referencing where candidates meet the criteria and how.</p>	<p>(100 pts possible)</p>

1. Knowledge of NATO, its organisational structure and previous experience working in an international organisation for a minimum of 1 year;	No experience: 1 Points Experience < 1 year: 15 Points Experience > 1 year: 25 Points		
2. Experience working in defence environments or previous military experience;	< 1 year: 1 Points < 3 years: 5 Points > 3 years: 15 Points		
3. Familiarity and knowledge of the specific area of military capability requested : Space.	No: 1 Yes: 15		
4. National or NATO Space operational Courses (e.g. Space Operations Course, NATO Introduction to Space Support, etc.);	No: 1 Point Yes: 10 Points		
5. Event planning and project management experience	< 1 year: 1 Points < 3 years: 5 Points > 3 years: 15 Points		
6. Demonstrable experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in system development	< 1 year: 1 Points < 3 years: 10 Points > 3 years: 20 Points		

## **LABOR CATEGORY 13: CONTRACTOR SUPPORT TO NATO'S SPACE DOMAIN EDUCATION AND TRAINING**

**Location:** Norfolk, VA, USA (On-site)

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 1 February 2023 – 31 December 2023, Option Period One: 1 January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

### **Background Information:**

Having declared Space as an Operational Domain (OD), the Alliance political decision-makers, and the strategic and operational commanders recognize the need, and require the ability to engage more actively in a coordinated approach to operations involving the Space Domain.

- Vision: the Alliance will have unhindered access to, freedom of manoeuver within, and unfettered utilization of Space.
- Mission: NATO, through the nations, will gain and maintain operational advantage in the Space Domain in order to enable operations, missions, and activities.

NATO will achieve its vision and mission through the following functions:

- Space Domain Awareness (SDA). SDA is the common understanding, comprehension, and perception of all aspects associated with the Space Domain, to include threats and vulnerabilities, which could impact NATO and the Allies' safety, security, economy, and environment;

- Operational Space Support (OSS). OSS is the provision of Space data, products and services in support of NATO activities, missions, and operations procured from nations, governmental, commercial, and relevant multi-national and international organizations;
- Space Domain Coordination (SDC). SDC is the coordination of effects in the Space domain and for other domains, in support of NATO's operations, missions, and activities.

A lack of awareness and understanding of the Space environment, of the reliance on Space in current operations, and imposed operational constraints would bring serious risks to NATO's ability to conduct operations. Therefore, a robust ETEE plan has been developed to ensure that the most effective, efficient, and affordable Space education and training systems for NATO staff are in place. It defines Space as a NATO Education and Training (E&T) domain discipline.

The scope of work lies in support to the ETEE policy, to the BI-SC programme of Work for JWC and JFTC and to the ACT portions of SACEUR's Annual Guidance for ETEE (SAGE) for Space. The incumbent will support the integration of Space operational activities for the NFS and NCS, and all collective and individual training activities pertaining to Space, as applicable, in close coordination with ACO ETEE SMEs.

### **Tasking:**

1. Support the implementation of Space as an Operational Domain (ACT responsibilities) in the area of ETEE, including support to Space education development, Space specific training events and injects to non-Space training events;
2. Support the development and coordination of Education, Training, Exercise and Evaluation (ETEE) Policy through NATO Training Group (NTG) and other working groups (WGs) to integrate Space appropriately;
3. Support the annual Space ETEE gap assessment;
4. Support the development of the ACT portions of SACEUR's Annual Guidance for ETEE (SAGE) for all Space aspects;
5. Support the development of Space collective training contents for exercises including Space-related activities;
6. Support the development of content for all Space related courses;
7. Support TRA/TNA efforts for all E&T activities;



8. Participate to relevant Space E&T events, including TDY within or outside of NATO's boundaries, for up to 60 days per year;
9. Coordinate/liaise with SHAPE/SDP/SDF on all Space ETEE activities;
10. Ensure Lessons Learned (LL) processes (e.g. (LL requests, planning, creation, collection and handling in accordance with the NATO LL Process) are integrated within all Space activities;
11. In coordination with HQ SACT Centres of Excellence Programme Development (CPD) Branch, support the synchronisation of Space activities related to E&T activities and Contribute as required to the preparation of COE Programs of Work (POWs);
12. Support the Department Head (DH) for the Space discipline;
13. Monitor and assess collective and individual Space training efforts (NATO, national, multinational, etc.).

**Essential Qualifications:**

1. University / Bachelor's or Military College degree on instructional design, educational technology or related discipline, and 4 years post related experience in the last 10 years; **OR** Higher Secondary education and completed advanced vocational training in that discipline leading to a professional qualification or professional accreditation with 4 years post related experience in the last 10 years;
2. Exercise or operational experience in multinational, international or coalition environments.
3. National or NATO Space operational Courses (e.g. Space Operations Course, NATO Introduction to Space Support, etc.);
4. Demonstrable experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in system development.

## Annex B

### Requirements Matrix

Contractor’s technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals’ résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).

#### **Best Value Criteria for LABOR CATEGORY 13: CONTRACTOR SUPPORT TO NATO’S SPACE DOMAIN EDUCATION AND TRAINING**

Company Name:

Proposed Candidate Name:

Proposed Candidate’s Nationality (identify if multiple citizenship & nation):

**Note: Each candidate within this category must have their own compliance matrix.**

Item	Compliant	Non-Compliant
Minimum of <b>one</b> past performance citations within the last <b>seven</b> years to show that it has successfully		

completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 50 Points in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

Item	Range	Page, Paragraph and Line Number	Score (100 pts possible)
<p>PLEASE ENSURE TOTAL PTS EQUAL 100</p>	<p>Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.</p> <p>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</p> <p>ANY SCORE OF ZERO IS NONCOMPLIANT</p>	<p>referencing where candidates meet the criteria and how.</p>	

<p>1. University / Bachelor's or Military College degree on instructional design, educational technology or related discipline, and <b>4 years post related experience in the last 10 years</b>; OR Higher Secondary education and completed advanced vocational training in that discipline leading to a professional qualification or professional accreditation with <b>4 years post related experience in the last 10 years</b>;</p>	<p>No degree or Higher Secondary: 0 Points</p> <p>Required qualification and zero year's experience: 1 Point</p> <p>Required qualification and one year experience: 10 Points</p> <p>Required qualification and two year experience: 20 Points</p> <p>Required qualification and three year experience: 30 Points</p> <p>Required qualification and four+ year experience: 40 Points</p>		
<p>2. Exercise or operational experience in multinational, international or coalition environments</p>	<p>&lt; 2 year: 1 Points</p> <p>&gt; 2years: 10 Points</p> <p>&gt; 4+ years: 20 Points</p>		
<p>3. National or NATO Space operational Courses (e.g. Space Operations Course, NATO Introduction to Space Support, etc.);</p>	<p>No: 1 Point</p> <p>Yes: 10 Points</p>		
<p>4. Demonstrable experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in system development.</p>	<p>No background: 5</p> <p>Background in international or coalition exercises: 15</p> <p>Background in in international or coalition operations: 30</p>		

## **LABOR CATEGORY 14: CONTRACTOR SUPPORT TO NATO'S SPACE DOMAIN CAPABILITY DEVELOPMENT**

**Location:** Norfolk, VA, USA (On-site)

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 1 February 2023 – 31 December 2023, Option Period One: 1 January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

### **Background Information:**

Having declared Space as an Operational Domain (OD), the Alliance political decision-makers, and the strategic and operational commanders recognize the need, and require the ability to engage more actively in a coordinated approach to operations involving the Space Domain.

- Vision: the Alliance will have unhindered access to, freedom of manoeuver within, and unfettered utilization of Space.
- Mission: NATO, through the nations, will gain and maintain operational advantage in the Space Domain in order to enable operations, missions, and activities.

NATO will achieve its vision and mission through the following functions:

- Space Domain Awareness (SDA). SDA is the common understanding, comprehension, and perception of all aspects associated with the Space Domain, to include threats and vulnerabilities, which could impact NATO and the Allies' safety, security, economy, and environment;

- Operational Space Support (OSS). OSS is the provision of Space data, products and services in support of NATO activities, missions, and operations procured from nations, governmental, commercial, and relevant multi-national and international organizations;
- Space Domain Coordination (SDC). SDC is the coordination of effects in the Space domain and for other domains, in support of NATO's operations, missions, and activities.

The Operational Requirement Statement (ORS) will be submitted to the Nations mid-November 2022 and is expected to be approved early Q1 2023. ACT and ACO are currently in the process of refining the Capability requirements. ACT will address the entire DOTMLPFI approach with the Capability Programme Plan (CPP), which includes also the Analysis of Alternatives (AOA).

The scope of work lies in administrative and analysis support for the timely development of the Capability Requirement Briefing (CRB), the Capability Programme Plan (CPP) and the Project Proposals (PP), as well as updates to these documents as required. The position will report to the Trial Structure Branch Head.

### **Tasking:**

1. Support to the development of NATO's Space Programme capability products in accordance with NATO's governance model for the delivery of common funded capabilities across DOTMLPFI lines of development in a through life cycle approach. This will be based on the guidance of the ACT Space Capability Programme Director.
2. Support the ACT Space Capability Programme Director in programme management efforts, including the interaction with Space stakeholders at all levels, from strategic to tactical;
3. Provide inputs to and receive support from the Project Management Office (PMO) to inform programmatic decisions and to support ACT's overall project management process;
4. Participate in the creation of the CRB (including requirements elicitation), CPP and subsequent PPs in the context of the ACT-led effort to deliver a holistic approach towards Space capability development, based on identified requirements (ORS under approval process);
5. Provide bi-weekly electronic updates to the Programme Director and the Space Team about the status of these documents;
6. Create drafts for the required governance updates, related to NATO Space;

7. Input NATO's Space Programme capability status information in the electronic environment supporting ACT warfare development, information sharing, and coordination;
8. Anticipate bottlenecks that might hamper the successful delivery of the capability and communicate to the ACT Space Capability Programme Director in a timely manner;
9. Support the interaction with NATO Agencies related to the NATO Space Capability Programme Plan and validation of capabilities;
10. Identify Lessons Learnt and Best Practices, and contribute to their staffing within the organisation;
11. Support workshops, seminars, conferences and meetings in support of the activities above, both within and outside NATO's boundaries for up to 30 days per year;
12. Perform additional tasks, as required by the COTR, related to the labor category.

**Essential Qualifications:**

1. A University/ Bachelor's or Military College degree;
2. Two years' demonstrable Programme/Project Management experience in the past ten years within a complex and dynamic environment, with a focus on military capability development;
3. Two years in the last ten years demonstrable experience in the field of requirements processes to include requirements elicitation and business analysis;
4. Operational experience in multinational, international or coalition environments.
5. Knowledge of project management principles and demonstrated success in applying them to deliver capabilities with or without certificate in Program and Project Management related certifications such as MSP and PRINCE2;
6. Familiarity with NATO's Overarching Space Policy (open source document);
7. Demonstrable experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in system development.

## Annex B

### Requirements Matrix

Contractor’s technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals’ résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).

#### **Best Value Criteria for LABOR CATEGORY 14: CONTRACTOR SUPPORT TO NATO’S SPACE DOMAIN CAPABILITY DEVELOPMENT**

Company Name:

Proposed Candidate Name:

Proposed Candidate’s Nationality (identify if multiple citizenship & nation):

**Note: Each candidate within this category must have their own compliance matrix.**

Item	Compliant	Non-Compliant
Minimum of <b>one</b> past performance citations within the last <b>seven</b> years to show that it has successfully		



completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 50 Points in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

<b>Item</b>	<b>Range</b>	<b>Page, Paragraph and Line Number</b>	<b>Score (100 pts possible)</b>
<p>PLEASE ENSURE TOTAL PTS EQUAL 100</p>	<p>Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.</p> <p><b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</b></p> <p><b>ANY SCORE OF ZERO IS NONCOMPLIANT</b></p>	<p>referencing where candidates meet the criteria and how.</p>	

1. A University/ Bachelor's or Military College degree;	No degree: 0 Bachelor degree only: 10		
2. Two years' in the last ten years demonstrable Programme/Project Management experience in the past ten years within a complex and dynamic environment, with a focus on military capability development;	< 2 year: 1 Points > 2 years: 10 Points > 5 years: 15 Points > 10 years: 20 Points		
3. Two years in the last ten years demonstrable experience in the field of requirements processes to include requirements elicitation and business analysis;	< 2 year: 1 Points > 2 years: 10 Points > 5 years: 15 Points > 10 years: 20 Points		
4. Operational experience in multinational, international or coalition environments	No military background: 5 Points Background in operational military:10 Points Background in operational military, AND integration of military functions at Joint level: 20 Points		
5. Knowledge of project management principles and demonstrated success in applying them to deliver capabilities with or without certificate in Program and Project Management related certifications such as MSP and PRINCE2	Yes = 10 Points No = 0 Points		
6. Familiarity with NATO's Overarching Space Policy (open source document);	Yes = 10 Points No = 0 Points		

7. Demonstrable experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in system development	Yes = 10 Points No = 0 Points		
--	----------------------------------	--	--

## **LABOR CATEGORY 15: CONTRACTOR SUPPORT TO Advanced Real-Time Targeting and Effects Mission Information System (Next Generation Joint Targeting System; ARTEMIS) CAPABILITY DEVELOPMENT PROGRAMME**

**Location:** Norfolk, VA, USA (On-site)

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 1 February 2023 – 31 December 2023, Option Period One: 1 January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

### **Background Information:**

The Advanced, Rapid, Targeting and Effects Mission Information System (ARTEMIS) is the Next Generation Joint Targeting System (NJTS) and is part of a wider Joint Effects Capability Portfolio. The current legacy Joint Targeting System is based on obsolete technology and has limited interoperability with other functional systems (e.g. INTEL FS) and national targeting systems, and does not include new and emerging requirements stemming from changes in targeting doctrine. In OCT 21, the Investment Committee (IC) decided to transition the NJTS program to the CFCDGM to potentially incorporate additional requirements.

ARTEMIS will enable NATO to enhance, expand and improve federated Target Material Production in order to respond to crisis using full spectrum of targeting capabilities. It will enable NATO commanders to conduct operations and achieve effects, decisive conditions and objectives, at strategic, operational and tactical levels. ARTEMIS shall therefore enable interoperability and automated exchange, sharing and synchronization of data and information with key NATO core and functional systems (intelligence, operational planning, C2, Joint fires and others), across security domains, as well as with key national targeting systems. The new system shall also be compliant with Federated Mission Networking (FMN) standards and employ standardized interfaces to interact with other systems, to the extent possible.

The Operational Requirement Statement-ORS has been submitted to the Nations and is expected to be approved Not Later Than end of 2022. ACT and ACO are currently in the process of refining the Capability requirements. ACT will address the entire DOTMLPFI approach with the Capability Programme Plan (CPP) which includes also the Analysis of Alternatives (AOA).

The scope of work lies in admin and analysis support for the timely development of the Capability Programme Plan (CPP) and updates to the CPP following delivery (if required).

**Tasking:**

1. Provision of support to the development of ARTEMIS capability products in accordance with the NATO governance model for the delivery of common funded capabilities across Doctrine, Organization, Training, Material, Leadership, Personnel, Facilities and Interoperability (DOTMLPFI) lines of development in a through life cycle approach, based on the guidance of the ACT Joint Effects (JE) Capability Programme Director and the Joint Targeting/ARTEMIS Project Coordinator;
2. Support the ACT JE Capability Programme Director for ARTEMIS and the ARTEMIS Project Coordinator in their programme management efforts, including the interaction with Joint Targeting/ARTEMIS stakeholders at all levels, from strategic to tactical;
3. Compilation of the Capability Programme Plan (CPP) in context of the ACT-led effort to deliver a holistic approach toward ARTEMIS capability development, based on identified requirements (Operational Requirement Statement-ORS to be approved Not Later Than end of 2022);
4. Provision of methodological and analytical expertise in support of the development and implementation of the holistic approach toward ARTEMIS capability development, including requirements elicitation;
5. Administration of ARTEMIS Capability Programme status information in the electronic environment supporting ACT warfare development information sharing and coordination;
6. Support the interaction with NATO Agencies in context of the ARTEMIS Capability Programme Plan and validation of capabilities;
7. Identify Lessons and Best Practices, and contribute to their learning within the organization;
8. Organise and participate to workshops, seminars, conferences and meetings in support of the activities above;

9. Support the ACT JE Capability Programme Director for ARTEMIS and the ARTEMIS Project Coordinator and travel to meetings and conferences both within and outside NATO's boundaries for up to 30 days per year;
10. Performs additional tasks, as required by the COTR, related to the labor category.

**Essential Qualifications:**

1. A University/ Bachelor's equivalent or Military College degree;
2. Two years' demonstrable Programme/Project Management experience in the past ten years within a complex and dynamic environment, with a focus on military capability development;
3. Five years in the last ten years demonstrable experience in the field of requirements processes to include requirements elicitation and business analysis;
4. Background in operational military, especially in the experience in the integration of military functions experience in the integration of military functions at Joint level (e.g. Targeting, Fires, Manoeuvre or Direct Action).
5. Knowledge of project management principles and demonstrated success in applying them to deliver capabilities with or without certificate in Program and Project Management related certifications such as MSP and PRINCE2
6. Demonstrable experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in system development.

## Annex B

### Requirements Matrix

Contractor’s technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals’ résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).

#### **Best Value Criteria for LABOR CATEGORY 15: CONTRACTOR SUPPORT TO ARTEMIS CAPABILITY DEVELOPMENT**

Company Name:

Proposed Candidate Name:

Proposed Candidate’s Nationality (identify if multiple citizenship & nation):

**Note: Each candidate within this category must have their own compliance matrix.**

Item	Compliant	Non-Compliant
Minimum of <b>one</b> past performance citations within the last <b>seven</b> years to show that it has successfully		

completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 4444 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 50 Points in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

Item	Range	Page, Paragraph and Line Number	Score (100 pts possible)
PLEASE ENSURE TOTAL PTS EQUAL 100	<p>Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.</p> <p><b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</b></p> <p><b>ANY SCORE OF ZERO IS NONCOMPLIANT</b></p>	<p>Paragraph and Line Number referencing where candidates meet the criteria and how.</p>	



1. A University/ Bachelor's or Military College degree;	No degree: 0 Bachelor degree only: 15		
2. Two years' demonstrable Programme/Project Management experience in the past ten years within a complex and dynamic environment, with a focus on military capability development;	< 2 year: 0 > 2 years: 5 >4 years: 20		
3. Five years in the last ten years demonstrable experience in the field of requirements processes to include requirements elicitation and business analysis;	Experience < 5years: 0 Experience > 5 years: 25		
4. Knowledge of project management principles and demonstrated success in applying them to deliver capabilities with or without certificate in Program and Project Management related certifications such as MSP and PRINCE2;	No: 1 Yes: 15		
5. Background in operational military, especially in the experience in the integration of military functions experience in the integration of military functions at Joint level (e.g. Targeting, Fires, Manoeuvre or Direct Action).	No military background: 5 Background in operational military:15 Background in operational military, AND integration of military functions at Joint level: 25		

## **LABOR CATEGORY 16: CONTRACTOR SUPPORT TO CBRN FS CAPABILITY DEVELOPMENT**

**Location:** Norfolk, VA, USA (On-site)

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 1 February 2023 – 31 December 2023, Option Period One: 1 January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

### **Background Information:**

It is critical for NATO to be provided with a CBRN FS capability to defend against potential CBRN threats. In 2018 the Investment Committee (IC) tasked the SCs to re-evaluate the need for the capability. In MAR 2022, the IC agreed to transition the CBRN FS programme to the Common Funded Capability Delivery Governance Model (CFCDGM), and to potentially incorporate additional requirements.

CBRN FS will enable NATO to have improved capabilities to help prevent CBRN incident; protect NATO forces from the effects of CBRN incidents, and take recovery action, as needed.

CBRN FS will have to enable interoperability and automated exchange, sharing and synchronization of data and information with key NATO core and functional systems (intelligence, operational planning, C2, Joint fires and others), across security domains, as well as with key national systems. The new system shall also be compliant with Federated Mission Networking (FMN) standards and employ standardized interfaces to interact with other systems, to the extent possible.

The Operational Requirement Statement-ORS will be submitted to the Nations and is expected to be approved Not Later Than end of 2022. ACT will address the entire DOTMLPFI approach with the Capability Programme Plan (CPP), which includes also the Analysis of Alternatives (AOA).

The scope of work lies in admin and analysis support for the timely development of the Capability Programme Plan (CPP) and updates to the CPP following delivery (if required).

### **Tasking:**

1. Provision of support to the development of CBRN FS capability products in accordance with the NATO governance model for the delivery of common funded capabilities across Doctrine, Organization, Training, Material, Leadership, Personnel, Facilities and Interoperability (DOTMLPFI) lines of development in a through life cycle approach, based on the guidance of the ACT Joint Effects (JE) Capability Programme Director and the CBRN FS Project Coordinator;
2. Support the ACT JE Capability Programme Director and the CBRN FS Project Coordinator in their programme management efforts, including the interaction with CBRN stakeholders at all levels, from strategic to tactical;
3. Compilation of the Capability Programme Plan (CPP) in context of the ACT-led effort to deliver a holistic approach toward CBRN FS capability development, based on identified requirements (Operational Requirement Statement- ORS will be submitted to the Nations and is expected to be approved Not Later Than end of 2022);
4. Provision of methodological and analytical expertise in support of the development and implementation of the holistic approach toward CBRN FS capability development, including requirements elicitation;
5. Administration of CBRN FS Capability Programme status information in the electronic environment supporting ACT warfare development information sharing and coordination;
6. Support the interaction with NATO Agencies in context of the CBRN FS Capability Programme Plan and validation of capabilities;
7. Identify lessons and Best Practices, and contribute to their learning within the organization;
8. Organise and participate to workshops, seminars, conferences and meetings in support of the activities above;

9. Support the ACT JE Capability Programme Director and the CBRN FS Project Coordinator and travel to meetings and conferences both within and outside NATO's boundaries for up to 30 days per year;
10. Performs additional tasks, as required by the COTR, related to the labor category.

**Essential Qualifications:**

1. A University/ Bachelor's equivalent or Military College degree;
2. Two years' demonstrable Programme/Project Management experience in the past ten years within a complex and dynamic environment, with a focus on military capability development;
3. Five years in the last ten years demonstrable experience in the field of requirements processes to include requirements elicitation and business analysis;
4. Background in operational military, especially in the CBRN domain, at tactical and/or joint level.
5. Knowledge of project management principles and demonstrated success in applying them to deliver capabilities with or without certificate in Program and Project Management related certifications such as MSP and PRINCE2
6. Demonstrable experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in system development.

## Annex B

### Requirements Matrix

Contractor’s technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals’ résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).

#### **Best Value Criteria for LC 16: CONTRACTOR SUPPORT TO CBRN FS CAPABILITY DEVELOPMENT**

Company Name:

Proposed Candidate Name:

Proposed Candidate’s Nationality (identify if multiple citizenship & nation):

**Note: Each candidate within this category must have their own compliance matrix.**

Item	Compliant	Non-Compliant
Minimum of <b>one</b> past performance citations within the last <b>seven</b> years to show that it has successfully		

completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 4444 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 50 Points in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

<b>Item</b>	<b>Range</b>	<b>Page, Paragraph and Line Number referencing where candidates meet the criteria and how.</b>	<b>Score (100 pts possible)</b>
PLEASE ENSURE TOTAL PTS EQUAL 100	Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.  <b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</b>  <b>ANY SCORE OF ZERO IS NONCOMPLIANT</b>		

1. A University/ Bachelor's or Military College degree;	No degree: 0 Points Bachelor degree only: 15 Points		
2. Two years' demonstrable Programme/Project Management experience in the past ten years within a complex and dynamic environment, with a focus on military capability development;	< 2 year: 0 > 2 years: 5 Points >4 years: 20 Points		
3. Five years in the last ten years demonstrable experience in the field of requirements processes to include requirements elicitation and business analysis;	Experience < 5years: 0 Points Experience > 5 years: 25 Points		
4. Background in operational military, especially in the CBRN domain, at tactical and/or joint level.	No military background: 5 Points Background in operational military:15 Points Background in operational military, AND in the CBRN domain, at tactical and/or joint level: 25 Points		
5. Knowledge of project management principles and demonstrated success in applying them to deliver capabilities with or without certificate in Program and Project Management related certifications such as MSP and PRINCE2;	No: 1 Points Yes: 15 Points		

## **LABOR CATEGORY 17: CONTRACTOR SUPPORT TO PROGRAMMEE/PROJECT MANAGEMENT FOR CBRN FS CAPABILITY DEVELOPMENT**

**Location:** Norfolk, VA, USA (On-site)

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 1 February 2023 – 31 December 2023, Option Period One: 1 January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

### **Background Information:**

It is critical for NATO to be provided with a CBRN FS capability to defend against potential CBRN threats. In 2018 the Investment Committee (IC) tasked the SCs to re-evaluate the need for the capability. In MAR 2022, the IC agreed to transition the CBRN FS programme to the Common Funded Capability Delivery Governance Model (CFCDGM), and to potentially incorporate additional requirements.

CBRN FS will enable NATO to have improved capabilities to help prevent CBRN incident; protect NATO forces from the effects of CBRN incidents, and take recovery action, as needed.

CBRN FS will have to enable interoperability and automated exchange, sharing and synchronization of data and information with key NATO core and functional systems (intelligence, operational planning, C2, Joint fires and others), across security domains, as well as with key national systems. The new system shall also be compliant with Federated Mission Networking (FMN) standards and employ standardized interfaces to interact with other systems, to the extent possible.



The Operational Requirement Statement-ORS will be submitted to the Nations and is expected to be approved Not Later Than end of 2022. ACT will address the entire DOTMLPFI approach with the Capability Programme Plan (CPP), which includes also the Analysis of Alternatives (AOA).

The scope of work lies in admin and analysis support for the timely development of the Capability Programme Plan (CPP) and updates to the CPP following delivery (if required)

**Tasking:**

1. Support the elicitation, capture, development, analysis, evaluation and traceability of capability requirements.
2. Support the elicitation, capture, development, analysis, evaluation and traceability of higher and lower level requirements (such as capability targets, operational requirements, system specifications, interoperability requirements, etc.).
3. Support the ACT JE Capability Programme Director and the CBRN FS Project Coordinator in their programme management efforts, including the interaction with CBRN stakeholders at all levels, from strategic to tactical;
4. Support the development, analysis and review of concepts of operation, courses of action and alternatives.
5. Coordinate DOTMLPFI development and implementation synchronization; support the development of recommended courses of action to resolve issues relating capability development.
6. Organise and participate to workshops, seminars, conferences and meetings in support of the activities above.
7. Collaborate with national and international military and civilian organizations, including centres of excellence and academia, in support of the activities above.
8. Identify lessons and Best Practices and contribute to their learning within the organization.
9. Support the ACT JE Capability Programme Director and the CBRN FS Project Coordinator and travel to meetings and conferences both within and outside NATO's boundaries for up to 30 days per year;
10. Perform additional tasks as required by the COTR related to the labor category.

### **Essential Qualifications:**

1. Master's degree or similar national academic or Military College qualification in engineering, information systems, operations research, project management, business administration or related disciplines. Can be substituted with Bachelor Degree and 5 years of experience in relevant field.
2. 5 years in the last 10 years of demonstrable experience in procurement programs in the defence sector. In particular, experience in participation to programme/project boards, development of decision support briefings, studies of best procurement alternatives, and risk management;
3. 5 years in the last 10 years of demonstrable experience in project management principles and demonstrated success in applying them to deliver capabilities. In particular, experience in initiation and management of programmes and projects, development of exception and routine reports, and management of work breakdown packages;
4. Knowledge of project management principles and demonstrated success in applying them to deliver capabilities **with certificate** in Program and Project Management related certifications such as MSP and PRINCE2.
5. Demonstrable experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in system development.
6. Background in operational military, especially in the CBRN domain, at tactical and/or joint level.

## Annex B

### Requirements Matrix

Contractor’s technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals’ résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).

#### **Best Value Criteria for LC 17: CONTRACTOR SUPPORT TO PROGRAMME/PROJECT MANAGEMENT FOR CBRN FS CAPABILITY DEVELOPMENT**

Company Name:

Proposed Candidate Name:

Proposed Candidate’s Nationality (identify if multiple citizenship & nation):

**Note: Each candidate within this category must have their own compliance matrix.**

Item	Compliant	Non-Compliant
------	-----------	---------------

Minimum of <b>one</b> past performance citations within the last <b>seven</b> years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of <b>50 Points</b> in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

Item	Range	Page, Paragraph and Line Number	Score
<p>PLEASE ENSURE TOTAL PTS EQUAL 100</p>	<p>Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.</p> <p><b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</b></p> <p><b>ANY SCORE OF ZERO IS NONCOMPLIANT</b></p>	<p>referencing where candidates meet the criteria and how.</p>	<p>(100 pts possible)</p>

<p>1. Master's degree or similar national academic or Military College qualification in engineering, information systems, operations research, project management, business administration or related disciplines. Can be substituted with Bachelor Degree and 5 years of experience in relevant field.</p>	<p>No degree: 0 Points          Bachelor degree only: 5 Points          Bachelor degree and 5 years of experience in relevant field of study: 10 Points          Master's degree: 15 Points</p>		
<p>2. 5 years in the last 10 years of demonstrable experience in procurement programs in the defence sector. In particular, experience in participation to programme/project boards, development of decision support briefings, studies of best procurement alternatives, and risk management;</p>	<p>Experience &lt; 5years: 0 Points          Experience 5-10 years: 15 Points          Experience &gt; 10 years: 25 Points</p>		
<p>3. 5 years in the last 10 of demonstrable experience in project management principles and demonstrated success in applying them to deliver capabilities. In particular, experience in initiation and management of programmes and projects, development of exception and routine reports, and management of work breakdown packages;</p>	<p>Experience &lt; 5years: 0 Points          Experience 5-10 years: 15 Points          Experience &gt; 10 years: 25 Points</p>		
<p>4. Knowledge of project management principles and demonstrated success in applying them to deliver capabilities <b>with certificate</b> in Program and Project Management related certifications such as MSP and PRINCE2 (<b>MUST HAVE CERTIFICATION</b>)</p>	<p>No: <b>0 POINTS</b>          Yes: 25 Points</p>		
<p>5. Demonstrable experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in system development.</p>	<p>&lt; 1 year: 0 Points          &gt; 2 years: 10 Points</p>		



## **CAPABILITY REQUIREMENTS:**

Programme Capability Enablers / Requirement Services / Additional 2023 Workforce Requirements	ACT-6227	Eight Labor Categories (18-25)	Total Candidates per TT: 16	Total Candidates for IFIB progress: 33
---	----------	-----------------------------------	--------------------------------	---

### **LABOR CATEGORY 18: SENIOR CONTRACTOR SUPPORT TO REQUIREMENTS MANAGEMENT**

**Location:** Norfolk, VA, USA (On-site)

**Number of Candidates:** Four Candidates

**Period of Performance:** Base Period: 1 February 2023 – 31 December 2023 (1 Contractor) 1 July 2023 – 31 December 2023 (3 Contractors), Option Period One: 1 January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

#### **Background Information:**

As part of an adapted organisational structure, ACT is in the process of implementing an improved capability requirements capture process, including the support for traceability, quality assurance, analysis and interoperability standards, to ensure a clear separation between the requirements owner and the solution provider. This process will provide through life traceability and ensure the quality of the requirements using an efficient change management process. ACT will be responsible for tasks such as capability requirements definition, requirements management, systems engineering, architecture development, holistic through life cycle management, capability acceptance, Capability Programme management.

The outputs of the adapted structure are formed from requirements, portfolio, programme and project management principles and practices that enable the direction of capability programmes and a range of projects in a transparent through lifecycle capability approach.

They include comprehensive traceable capability requirements that have been assessed and analysed for alternative solutions and quality assured to provide interoperability, and the delivery of multi-domain and multi-functional C4ISR focused programmes

### **Tasking:**


1. Capture, develop, analyse and evaluate capability requirements.
2. Support the elicitation, capture, development, analysis and evaluation of higher and lower level requirements (such as capability targets, operational requirements, system specifications, interoperability requirements, etc.).
3. Support or perform modelling, architecture and design activities to ensure completeness, consistency and clarity of requirements related work.
4. Support Programme and Project planning activities to ensure that the dependencies between requirements and the other elements of the plans are understood and taken into consideration.
5. Coordinate and contribute to the activities of Requirements Management Teams in support of the tasks above.
6. Maintain the requirements in their repositories ensuring version and configuration control.
7. Support to the creation and maintenance of traceability for capability requirements.
8. Provide technical guidance and mentoring to other requirements managers.
9. Support the development, analysis and review of concepts of operation, courses of action and alternatives.



10. Develop, coordinate and monitor the execution of plans in support of all aspects of requirements management.
11. Contribute and participate in the development of policies, directives and process refinement related to requirements.
12. Coordinate DOTMLPFI development and implementation synchronization; support the development of recommended courses of action to resolve issues relating capability development.
13. Organise and participate to workshops, seminars, conferences and meetings in support of the activities above.
14. Collaborate with National and international military and civilian organizations, including Centres of Excellence and academia, in support of the activities above.
15. Identify Lessons and contribute to their Learning within the organization.
16. Support to other requirements management activities across the capability lifecycle.
17. Support to change and configuration management of requirements across the lifecycle.
18. Support the coordination of requirements related products with Management and Governance.
19. Support the Branch Head CR and travel to meetings and conferences both within and outside NATO's boundaries for up to 30 days per year.
20. Perform additional tasks as required by the COTR related to the labor category.

**Essential Qualifications:**

1. 5 years in the last 10 years in the field of requirements engineering to include elicitation, capture, development, analysis and evaluation of requirements at the capability level. Specific experience in elicitation, capture, development, analysis and evaluation of capability requirements.
2. One or more Requirements Management related certifications such as the ones required to support the US JCIDS Process or the equivalent from other Nations, or the ones recognised by leading organizations in the field such as the IIBA or the IREB.
3. A University Degree in engineering, management, information systems, accounting, economics, finance, business administration, public administration, operations research, project management or related disciplines.
4. Demonstrable recent (i.e. in the last 10 years) experience in procurement programs in the defence sector. In particular, experience in participation to Programme/Project boards, development of decision support briefings, studies of best procurement alternatives, and risk management.
5. Demonstrable recent (i.e. in the last 10 years) experience in managing requirements in accordance with formal configuration and change management processes. In particular, participation in change configuration boards, development of engineering change impact analysis, and version control of requirement baselines.
6. Enterprise Architecture related certifications such as TOGAF.
7. Demonstrable recent (i.e. in the last 10 years) experience in development or exploitation of Enterprise or Capability level Architectures in support of defence procurement.
8. Knowledge of project management principles and demonstrated success in applying them to deliver capabilities. In particular, experience in initiation and management of programmes and projects, development of exception and routine reports, and management of work breakdown packages. Program and Project Management related certifications such as MSP and PRINCE2, or, preferably, PMP and PgMP.
9. Demonstrable experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in system development.

10. Demonstrable recent (i.e. in the last 10 years) experience working in support of processes that were formally certified in accordance with the ISO 9001 standard.
  11. Quality related certifications such as the ones provided by CQI-IRCA.
  12. Demonstrable recent (i.e. in the last 10 years) experience in the development and maintenance of interoperability requirements, including interface control documents.
  13. Demonstrable recent (i.e. in the last 10 years) experience in applying Operational Research techniques in support of Analysis of Alternatives, trade-off studies and Course of Action comparisons. Experience should include techniques like hypothesis testing, MCDA, experimentation, wargaming and simulation.
- 

## Requirements Matrix

Contractor's technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals' résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). **Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).**

### Best Value Criteria for LABOR CATEGORY 18: SENIOR CONTRACTOR SUPPORT TO REQUIREMENTS MANAGEMENT

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (identify if multiple citizenship & nation):

**Note: Each candidate within this category must have their own compliance matrix.**

Item	Compliant	Non-Compliant
Minimum of <b>one</b> past performance citations within the last <b>seven</b> years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		

Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 50 Points in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

<p style="text-align: center;"><b>Item</b></p> <p style="text-align: center;"><b>PLEASE ENSURE TOTAL PTS EQUAL 100</b></p>	<p style="text-align: center;"><b>Range</b></p> <p style="text-align: center;">Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.</p> <p style="text-align: center;"><b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</b></p> <p style="text-align: center;"><b>ANY SCORE OF ZERO IS NONCOMPLIANT</b></p>	<p style="text-align: center;"><b>Page, Paragraph and Line Number referencing where candidates meet the criteria and how.</b></p>	<p style="text-align: center;"><b>Score (100 pts possible)</b></p>
<p>1. University Degree, preferably in engineering, operations research or information</p>	<p><b>0 Points</b> for no university degree and less than three</p>		

<p>systems, or, as an alternative, management, accounting, economics, finance, business administration, public administration, project management or related disciplines.</p>	<p>years experience in requirements engineering</p> <p><b>1-3 Points</b> for no university degree and between 3-5 years experience in requirements engineering</p> <p><b>4-5 Points</b> for no university degree but more than 5 years experience in requirements engineering</p> <p><b>6-8 Points</b> for undergraduate degree</p> <p><b>9-10 Points</b> for master degree</p>		
<p>2. Demonstrable recent (i.e. in the last 10 years) experience in procurement programs in the defence sector. In particular, experience in participation to Programme/Project boards, development of decision support briefings, studies of best</p>	<p><b>1 Points</b> less than 3 years</p> <p><b>2-5 Points</b> for 3-5 years</p> <p><b>6-9 Points</b> for 6-9 years</p> <p><b>10 Points</b> for 10+ years</p>		

<p>procurement alternatives and risk management.</p>			
<p>3. Demonstrable recent (i.e. in the last 10 years) experience in managing requirements in accordance with formal configuration and change management processes. In particular, participation in change configuration boards, development of engineering change impact analysis, and version control of requirement baselines.</p>	<p><b>0 Points</b> less than 1 year</p> <p><b>1-5 Points</b> for 1-2 years</p> <p><b>6-9 Points</b> for 3-5 years</p> <p><b>10-14 Points</b> for 6-9 years</p> <p><b>15 Points</b> for 10+ years</p>		
<p>4. Multiple Requirements Management related certifications such as the ones required to support the US JCIDS Process or the equivalent from other Nations, or the ones recognised by leading organizations in the field such as the IIBA or the IREB.</p>	<p><b>1 Points</b> for foundations level certification</p> <p><b>2-4 Points</b> for one or more advanced level certifications</p> <p><b>5 Points</b> for expert level certification</p>		

<p>5. Enterprise Architecture related certifications such as TOGAF coupled with demonstrable recent (i.e. in the last 10 years) experience in development or exploitation of Enterprise or Capability level Architectures in support of defence procurement.</p>	<p><b>1 Points</b> for no certification with less than 5 years of experience</p> <p><b>2-10 Points</b> for no certification and at least 5 years of experience OR certification with less than 5 years of experience</p> <p><b>10-15 Points</b> for certification and more than 5 years of experience</p>		
<p>6. Demonstrable recent (i.e. in the last 10 years) experience in development or exploitation of Enterprise or Capability level Architectures in support of defence procurement.</p>	<p><b>1 Points</b> less than 1 year</p> <p><b>2 Points</b> for 1-3 years</p> <p><b>3-4 Points</b> for 4-5 years</p> <p><b>5 Points</b> for 5+ years</p>		
<p>7. Knowledge of project management principles and demonstrated success in applying them to deliver capabilities. In particular, experience in initiation and management of</p>	<p><b>1-5 Points</b> for at least 5 years and no certification OR certification and less of 5 years of demonstrable experience</p>		



<p>programmes and projects, development of exception and routine reports, and management of work breakdown packages. Program and Project Management related certifications such as MSP and PRINCE2, or, preferably, PMP and PgMP.</p>	<p><b>8Points</b> for at least 5 years of demonstrable experience and MSP or PRINCE 2 Certification</p> <p><b>9-10 Points</b> for at least 5 years of demonstrable experience and PMP and PgMP Certification</p>		
<p>8. Demonstrable recent (i.e. in the last 10 years) experience in applying Operational Research techniques, in support of Analysis of Alternatives, trade-off studies and Course of Action comparisons. Experience should include techniques like hypothesis testing, MCDA, experimentation, wargaming and simulation.</p>	<p><b>1-4 Points</b> for 1-3 years</p> <p><b>5-9 Points</b> for 4-5 years</p> <p><b>10 Points</b> for 5+ years</p>		
<p>9. One or more quality related certifications such as the ones provided by CQI-IRCA coupled with</p>	<p><b>1-2 Points</b> No certification with at least 3 years of experience OR certification with less than 3 years experience</p>		

<p>demonstrable recent (i.e. in the last 10 years) experience working in support of processes that were formally certified in accordance with the ISO 9001 standard or equivalent.</p>	<p><b>3-6 Points</b> for certification and at least 3 years of experience</p> <p><b>7-10 Points</b> for certification and more than 5 years of experience</p>		
<p>10. Demonstrable recent (i.e. in the last 10 years) experience in the development, negotiation and maintenance of interoperability requirements, including interface control documents.</p>	<p><b>1-5 Points</b> for 1-3 years</p> <p><b>6-9 Points</b> for 4-5 years</p> <p><b>10 Points</b> for 5+ years</p>		

## **LABOR CATEGORY 19: SENIOR CONTRACTOR SUPPORT TO ARCHITECTURE DEVELOPMENT**

**Location:** Norfolk, VA, USA (On-site)

**Number of Candidates:** Four Candidates

**Period of Performance:** Base Period: 1 February 2023 – 31 December 2023, Option Period One: 1 January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

### **Background Information:**

As part of an adapted organisational structure, ACT is in the process of implementing an improved capability requirements capture process, including the support for traceability, quality assurance, analysis and interoperability standards, to ensure a clear separation between the requirements owner and the solution provider. This process will provide through life traceability and ensure the quality of the requirements using an efficient change management process. ACT will be responsible for tasks such as capability requirements definition, requirements management, systems engineering, architecture development, holistic through life cycle management, capability acceptance, Capability Programme management.

The outputs of the adapted structure are formed from requirements, portfolio, programme and project management principles and practices that enable the direction of capability programmes and a range of projects in a transparent through lifecycle capability approach.

They include comprehensive traceable capability requirements that have been assessed and analysed for alternative solutions and quality assured to provide interoperability, and the delivery of multi-domain and multi-functional C4ISR focused programmes.

### **Tasking:**

1. Perform modelling, architecture and design activities to ensure completeness, consistency and clarity of requirements related work.
2. Produce relevant NATO Architecture Framework (NAF) perspectives in support to capability design and requirement definition.
3. Support the elicitation, capture, development, analysis, evaluation and traceability of capability requirements.
4. Support the elicitation, capture, development, analysis, evaluation and traceability of higher and lower level requirements (such as capability targets, operational requirements, system specifications, interoperability requirements, etc.).
5. Support Programme and Project planning activities to ensure that the dependencies between architecture and the other elements of the plans are understood and taken into consideration.
6. Coordinate and contribute to the activities of Requirements Development Core Teams in support of the tasks above.
7. Maintain the architectural artefacts in their repositories ensuring version and configuration control.
8. Provide technical guidance and mentoring in the area of architecture to requirements managers.
9. Support the development, analysis and review of concepts of operation, courses of action and alternatives.
10. Coordinate DOTMLPFI development and implementation synchronization; support the development of recommended courses of action to resolve issues relating capability development.
11. Organise and participate to workshops, seminars, conferences and meetings in support of the activities above.
12. Collaborate with National and international military and civilian organizations, including Centres of Excellence and academia, in support of the activities above.
13. Identify Lessons and contribute to their Learning within the organization.

14. Support to other requirements management activities across the capability lifecycle.
15. Support to change and configuration management of requirements across the lifecycle.
16. Support the coordination of architecture related products with Management and Governance.
17. Support the Branch Head CR and travel to meetings and conferences both within and outside NATO's boundaries for up to 30 days per year.
18. Perform additional tasks as required by the COTR related to the labor category.

**Essential Qualifications:**

1. 5 years in the last 10 in the field of architecture development to include development of business, application, information, and technology architectures in accordance with TOGAF methodology (Alliance C3 policy on enterprise Architecture C-M(2015)0041-REV1, dated 25 April 2016).
2. One or more Enterprise Architecture related certifications such as the ones required to support the US JCIDS Process or the equivalent from other Nations, or the ones recognised by leading organizations in the field such as the TOGAF 9 (The Open Group).
3. A University Degree in engineering, information systems, operations research, project management or disciplines related to enterprise architecture (bidding contractor company must demonstrate how the degree relates to architecture design).
4. Demonstrable recent (i.e. in the last 10 years) experience in procurement programs in the defence sector. In particular, experience in participation to Programme/Project boards, development of decision support briefings, studies of best procurement alternatives, and risk management.

5. Demonstrable recent (i.e. in the last 10 years) experience in developing architecture in accordance with formal configuration and change management processes. In particular, participation in change configuration boards, development of engineering change impact analysis, and version control of baselines.
6. Demonstrable recent (i.e. in the last 10 years) experience in development or exploitation of Enterprise or Capability level Architectures in support of defence procurement.
7. Knowledge of project management principles and demonstrated success in applying them to deliver capabilities. In particular, experience in initiation and management of programmes and projects, development of exception and routine reports, and management of work breakdown packages.
8. Program and Project Management related certifications such as MSP and PRINCE2, or, preferably, PMP and PgMP.
9. Demonstrable recent (i.e. in the last 10 years) experience working in support of processes that were formally certified in accordance with the ISO 9001 standard.
10. Quality related certifications such as the ones provided by CQI-IRCA.
11. Demonstrable recent (i.e. in the last 10 years) experience in applying Operational Research techniques in support of Analysis of Alternatives, trade-off studies and Course of Action comparisons. Experience should include techniques like hypothesis testing, MCDA, experimentation, wargaming and simulation.

## Requirements Matrix

Contractor’s technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals’ résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). **Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).**

### Best Value Criteria for LABOR CATEGORY 19: SENIOR CONTRACTOR SUPPORT TO ARCHITECTURE DEVELOPMENT

Company Name:

Proposed Candidate Name:

Proposed Candidate’s Nationality (identify if multiple citizenship & nation):

**Note: Each candidate within this category must have their own compliance matrix.**

Item	Compliant	Non-Compliant
Minimum of <b>one</b> past performance citations within the last <b>seven</b> years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		

Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of <b>50 Points</b> in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

<p style="text-align: center;"><b>Item</b></p> <p style="text-align: center;"><b>PLEASE ENSURE TOTAL PTS EQUAL 100</b></p>	<p style="text-align: center;"><b>Range</b></p> <p style="text-align: center;">Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years’ experience.</p> <p style="text-align: center;"><b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.</b></p> <p style="text-align: center;"><b>ANY SCORE OF ZERO IS NONCOMPLIANT</b></p>	<p style="text-align: center;"><b>Page, Paragraph and Line Number referencing where candidates meet the criteria and how.</b></p>	<p style="text-align: center;"><b>Score (100 pts possible)</b></p>
<p>1. A University Degree in engineering, information systems, operations research, project</p>	<p><b>0 Points</b> for no university degree and less than three</p>		



<p>management or disciplines related to enterprise architecture (bidding contractor company must demonstrate how the degree relates to architecture design).</p>	<p>years experience in requirements engineering</p> <p><b>1-3 Points</b> for no university degree and between 3-5 years experience in requirements engineering</p> <p><b>4-5 Points</b> for no university degree but more than 5 years experience in requirements engineering</p> <p><b>6-8 Points</b> for undergraduate degree</p> <p><b>9-10 Points</b> for master degree</p>		
<p>2. Demonstrable recent (i.e. in the last 10 years) experience in procurement programs in the defence sector. In particular, experience in participation to Programme/Project boards, development of decision support briefings, studies of best</p>	<p><b>1-7 Points</b> for 3-5 years</p> <p><b>8-14 Points</b> for 6-9 years</p> <p><b>15 Points</b> for 10+ years</p>		

<p>procurement alternatives, and risk management.</p>			
<p>3. Demonstrable recent (i.e. in the last 10 years) experience in developing architecture in accordance with formal configuration and change management processes. In particular, participation in change configuration boards, development of engineering change impact analysis, and version control of baselines.</p>	<p><b>1-7 Points</b> for 3-5 years <b>8-14 Points</b> for 6-9 years <b>15 Points</b> for 10+ years</p>		
<p>4. Demonstrable recent (i.e. in the last 10 years) experience in development or exploitation of Enterprise or Capability level Architectures in support of defence procurement.</p>	<p><b>1-12 Points</b> for no certification and at least 5 years of experience OR certification with less than 5 years of experience <b>13-25 Points</b> for certification and more than 5 years of experience</p>		
<p>5. Knowledge of project management principles and demonstrated success in applying</p>	<p><b>1-5 Points</b> for at least 5 years and no certification OR</p>		

<p>them to deliver capabilities. In particular, experience in initiation and management of programmes and projects, development of exception and routine reports, and management of work breakdown packages.</p>	<p>certification and at least 3 years of demonstrable experience</p> <p><b>8 Points</b> for at least 5 years of demonstrable experience and MSP or PRINCE 2 Certification</p> <p><b>9-14 Points</b> for at least 5 years of demonstrable experience and PMP and PgMP Certification</p>		
<p>6. Demonstrable recent (i.e. in the last 10 years) experience in applying Operational Research techniques in support of Analysis of Alternatives, trade-off studies and Course of Action comparisons. Experience should include techniques like hypothesis testing, MCDA, experimentation, wargaming and simulation.</p>	<p><b>1-3 Points</b> for 1-3 years</p> <p><b>4 Points</b> for 3+</p>		

<p>7. Program and Project Management related certifications such as MSP and PRINCE2, or, preferably, PMP and PgMP.</p>	<p><b>2 Points</b> if at least one</p>		
<p>8. One or more quality related certifications such as the ones provided by CQI-IRCA coupled with demonstrable recent (i.e. in the last 10 years) experience working in support of processes that were formally certified in accordance with the ISO 9001 standard or equivalent.</p>	<p><b>1-5 Points</b> No certification with at least 3 years of experience OR certification with less than 3 years experience</p> <p><b>6-9 Points</b> for certification and at least 6 years of experience</p> <p><b>10-14 Points</b> for certification and at least 6 years of experience</p> <p><b>15 Points</b> for certification and more than 3 years of experience</p>		

## **LABOR CATEGORY 20: SENIOR CONTRACTOR SUPPORT TO REQUIREMENTS MANAGEMENT**

**Location:** Mons, Belgium (On-site)

**Number of Candidates:** Two Candidates (Please note the two separate start dates below.)

**Period of Performance:** Base Period: 1 February 2023 – 31 December 2023 (**One Candidate**) 1 July 2023 – 31 December 2023 (**One Candidate**), Option Period One: 1 January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

### **Background Information:**

As part of an adapted organisational structure, ACT is in the process of implementing an improved capability requirements capture process, including the support for traceability, quality assurance, analysis and interoperability standards, to ensure a clear separation between the requirements owner and the solution provider. This process will provide through life traceability and ensure the quality of the requirements using an efficient change management process. ACT will be responsible for tasks such as capability requirements definition, requirements management, systems engineering, architecture development, holistic through life cycle management, capability acceptance, Capability Programme management.

The outputs of the adapted structure are formed from requirements, portfolio, programme and project management principles and practices that enable the direction of capability programmes and a range of projects in a transparent through lifecycle capability approach.

They include comprehensive traceable capability requirements that have been assessed and analysed for alternative solutions and quality assured to provide interoperability, and the delivery of multi-domain and multi-functional C4ISR focused programmes

## Tasking:

1. Elicit, capture, develop, analyse and evaluate capability requirements.
2. Support the elicitation, capture, development, analysis and evaluation of higher and lower level requirements (such as capability targets, operational requirements, system specifications, interoperability requirements, etc.).
3. Support or perform modelling, architecture and design activities to ensure completeness, consistency and clarity of requirements related work.
4. Support Programme and Project planning activities to ensure that the dependencies between requirements and the other elements of the plans are understood and taken into consideration.
5. Coordinate and contribute to the activities of Requirements Management Teams in support of the tasks above.
6. Maintain the requirements in their repositories ensuring version and configuration control.
7. Support to the creation and maintenance of traceability for capability requirements.
8. Provide technical guidance and mentoring to other requirements managers.
9. Support the development, analysis and review of concepts of operation, courses of action and alternatives.
10. Develop, coordinate and monitor the execution of plans in support of all aspects of requirements management.
11. Contribute and participate in the development of policies, directives and process refinement related to requirements.

12. Coordinate DOTMLPFI development and implementation synchronization; support the development of recommended courses of action to resolve issues relating capability development.
13. Organise and participate to workshops, seminars, conferences and meetings in support of the activities above.
14. Collaborate with National and international military and civilian organizations, including Centres of Excellence and academia, in support of the activities above.
15. Identify Lessons and contribute to their Learning within the organization.
16. Support to other requirements management activities across the capability lifecycle.
17. Support to change and configuration management of requirements across the lifecycle.
18. Support the coordination of requirements related products with Management and Governance.
19. Support the Branch Head CR and travel to meetings and conferences both within and outside NATO's boundaries for up to 30 days per year.
20. Perform additional tasks as required by the COTR related to the labor category.

**Essential Qualifications:**

1. 5 years in the last 10 in the field of requirements engineering to include elicitation, capture, development, analysis and evaluation of requirements at the capability level. Specific experience in elicitation, capture, development, analysis and evaluation of capability requirements.

2. One or more Requirements Management related certifications such as the ones required to support the US JCIDS Process or the equivalent from other Nations, or the ones recognised by leading organizations in the field such as the IIBA or the IREB.
3. A University Degree in engineering, management, information systems, accounting, economics, finance, business administration, public administration, operations research, project management or related disciplines.
4. Demonstrable recent (i.e. in the last 10 years) experience in procurement programs in the defence sector. In particular, experience in participation to Programme/Project boards, development of decision support briefings, studies of best procurement alternatives, and risk management.
5. Demonstrable recent (i.e. in the last 10 years) experience in managing requirements in accordance with formal configuration and change management processes. In particular, participation in change configuration boards, development of engineering change impact analysis, and version control of requirement baselines.
6. Enterprise Architecture related certifications such as TOGAF.
7. Demonstrable recent (i.e. in the last 10 years) experience in development or exploitation of Enterprise or Capability level Architectures in support of defence procurement.
8. Knowledge of project management principles and demonstrated success in applying them to deliver capabilities. In particular, experience in initiation and management of programmes and projects, development of exception and routine reports, and management of work breakdown packages. Program and Project Management related certifications such as MSP and PRINCE2, or, preferably, PMP and PgMP.
9. Demonstrable experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in system development.
10. Demonstrable recent (i.e. in the last 10 years) experience working in support of processes that were formally certified in accordance with the ISO 9001 standard.
11. Quality related certifications such as the ones provided by CQI-IRCA.



12. Demonstrable recent (i.e. in the last 10 years) experience in the development and maintenance of interoperability requirements, including interface control documents.
  13. Demonstrable recent (i.e. in the last 10 years) experience in applying Operational Research techniques in support of Analysis of Alternatives, trade-off studies and Course of Action comparisons. Experience should include techniques like hypothesis testing, MCDA, experimentation, wargaming and simulation.
  14. Demonstrable recent (i.e. in the last 10 years) experience in support of programs or projects in the area of Cyber Defence or with Cyber implications.
-

## Requirements Matrix

Contractor’s technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals’ résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). **Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).**

### Best Value Criteria for LABOR CATEGORY 20: SENIOR CONTRACTOR SUPPORT TO REQUIREMENTS MANAGEMENT

Company Name:

Proposed Candidate Name:

Proposed Candidate’s Nationality (identify if multiple citizenship & nation):

**Note: Each candidate within this category must have their own compliance matrix.**

Item	Compliant	Non-Compliant
Minimum of <b>one</b> past performance citations within the last <b>seven</b> years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		

Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of <b>50 Points</b> in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

<b>Item</b>	<b>Range</b>	<b>Page, Paragraph and Line Number referencing where candidates meet the criteria and how.</b>	<b>Score (100 pts possible)</b>
<b>PLEASE ENSURE TOTAL PTS EQUAL 100</b>	<p>Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.</p> <p><b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</b></p> <p><b>ANY SCORE OF ZERO IS NONCOMPLIANT</b></p>		
1. University Degree, preferably in engineering, operations research or information	<b>1 Points</b> for no university degree between 3-5 years		

<p>systems, or, as an alternative, management, accounting, economics, finance, business administration, public administration, project management or related disciplines.</p>	<p>experience in requirements engineering</p> <p><b>2-5 Points</b> for no university degree but more than 5 years experience in requirements engineering</p> <p><b>6-8 Points</b> for undergraduate degree</p> <p><b>9-10 Points</b> for master degree</p>		
<p>2. Demonstrable experience in procurement programs in the defence sector. In particular, experience in participation to Programme/Project boards, development of decision support briefings, studies of best procurement alternatives and risk management.</p>	<p><b>0 Points</b> less than 3 years</p> <p><b>1-5 Points</b> for 3-5 years</p> <p><b>6-9 Points</b> for 6-9 years</p> <p><b>10 Points</b> for 10+ years</p>		
<p>3. Demonstrable experience in managing requirements in accordance with formal</p>	<p><b>0 Points</b> less than 1 year</p>		

<p>configuration and change management processes. In particular, participation in change configuration boards, development of engineering change impact analysis, and version control of requirement baselines.</p>	<p><b>1-5 Points</b> for 1-2 years</p> <p><b>6-9 Points</b> for 3-5 years</p> <p><b>10-14 Points</b> for 6-9 years</p> <p><b>15 Points</b> for 10+ years</p>		
<p>4. Enterprise Architecture related certifications such as TOGAF coupled with demonstrable recent (i.e. in the last 10 years) experience in development or exploitation of Enterprise or Capability level Architectures in support of defence procurement.</p>	<p><b>1-2 Points</b> for certification and less than 5 years of experience</p> <p><b>3-4 Points</b> for no certification and more than 5 years of experience</p> <p><b>5 Points</b> for certification and more than 5 years of experience</p>		
<p>5. Knowledge of project management principles and demonstrated success in applying them to deliver capabilities. In particular, experience in initiation and management of</p>	<p><b>1-5 Points</b> for at least 5 years and no certification OR certification and less of 5 years of demonstrable experience</p> <p><b>6-8 Points</b> for at least 5 years of demonstrable experience and MSP or PRINCE 2 Certification</p>		

<p>programmes and projects, development of exception and routine reports, and management of work breakdown packages. Program and Project Management related certifications such as MSP and PRINCE2, or, preferably, PMP and PgMP.</p>	<p><b>9-10 Points</b> for at least 5 years of demonstrable experience and PMP and PgMP Certification</p>		
<p>6. Demonstrable experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in system development.</p>	<p><b>3-6 Points</b> for between 2 to 5 years of demonstrable experience</p> <p><b>7-11 Points</b> for between 6 to 10 years of demonstrable experience</p> <p><b>12-14 Points</b> for between 11 to 16 years of demonstrable experience</p> <p><b>15 Points</b> for 16+ years of demonstrable experience</p>		

<p>7. Demonstrable experience working in support of processes that were formally certified in accordance with the ISO 9001 standard or equivalent.</p>	<p><b>1 Points</b> for at less than 2 years of demonstrable experience</p> <p><b>2-5 Points</b> for between 2 to 5 years of demonstrable experience</p> <p><b>6-8 Points</b> for between 6 to 8 years of demonstrable experience</p> <p><b>9-10 Points</b> for at least 9 years of demonstrable experience</p>		
<p>8. Demonstrable experience in the development, negotiation and maintenance of interoperability requirements, including interface control documents.</p>	<p><b>1-5 Points</b> for 1-3 years</p> <p><b>6-9 Points</b> for 4-5 years</p> <p><b>10 Points</b> for 5+ years</p>		
<p>9. Demonstrable experience in the field of Space, Cyber and military Infrastructure, in operational or programmatic roles.</p>	<p><b>0 Points</b> for no experience in Cyber, Space and Military Infrastructure fields</p>		

	<p><b>1-5 Points</b> for less than 5 years of experience in one field amongst experience in Cyber, Space and Military Infrastructure fields</p> <p><b>6-9 Points</b> for less than 5 years of experience in two fields amongst Cyber, Space and Military Infrastructure or for 5+ years of experience in one field amongst Cyber, Space and Military Infrastructure</p> <p><b>10-15 Points</b> for 5+ years of experience in two fields amongst Cyber, Space and Military Infrastructure or for 10+ years of experience in one field amongst Cyber, Space and Military Infrastructure</p> <p><b>15</b> for 10+ years of experience in two fields amongst Cyber, Space and Military Infrastructure</p>		
--	---	--	--



## **LABOR CATEGORY 21: SENIOR CONTRACTOR SUPPORT TO ANALYSIS OF ALTERNATIVES**

**Location:** Norfolk, VA, USA (On-site)

**Number of Candidates:** Three Candidates

**Period of Performance:** Base Period: 1 February 2023 – 31 December 2023, Option Period One: 1 January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

### **Background Information:**

Following the NATO Madrid Summit in June 2022, the NATO Heads of State have agreed a substantial increase in the level of funding available to deliver NATO Alliance-level capability change programmes. This funding increase ramps up from 2023-2030 and necessitates changes to NATO's capability delivery model to achieve the ambition set out by the Nations.

NATO capability delivery programmes cover a variety of areas, such as Communications and Information Systems (CIS, e.g. operational Command and Control (C2) information systems), infrastructure investment to support military readiness, and Alliance-funded platform acquisition.

ACT and ACO are working with NATO Headquarters and delivery Agencies to improve the efficiency of NATO's capability delivery model, and are preparing to increase the speed and volume of capability delivery. ACT will increase the number and variety of supporting analysis studies (including Course of Action (COA) analysis and Analysis of Alternatives (AoA)) carried out to match the increased scope of capability delivery.

The Operational Analysis Branch provides analysts to programme teams to drive and support evidence-based decision-making in requirements derivation and programmatic planning. In this SOW, “Operational Analysis” (predominantly military term) is used interchangeably with “Operations Research” (US term) and “Operational Research” (UK term).

COA analysis supports capability development programme teams to determine appropriate DOTMLPFI methods and capability architectures for meeting the military user’s operational requirements and defining programmatic structures. AoA supports programme teams to determine appropriate acquisition strategies, and demonstrates to NATO’s governance bodies that programme plans are structured to deliver value for money.

COA analysis typically involves engaging with the programme team to understand programmatic areas of uncertainty, designing and facilitating workshops to gather stakeholder views (including within the military NATO Command Structure, delivery Agencies and Centres of Excellence, and / or the NATO Force Structure), gathering or generating (if appropriate) cost, risk, schedule, and effectiveness evidence, and comparative options assessment. This may include the development or elicitation of Measures of Performance (MoPs) and Measures of Effectiveness (MoEs); assessment of absolute and comparative risks; elicitation of schedule estimates; and review of cost estimates for appropriateness to support this assessment.

Analysis of Alternatives similarly involves the comparative assessment of options in terms of costs, risks, schedules, and operational effectiveness. The AoA tests the commercial marketplace and NATO’s ability to re-use capabilities that are in service in member Nations militaries. It establishes whether NATO should procure a managed service, adopt National capability solutions, acquire products from industry, or must develop bespoke solutions. For complex programmes, the AoA can inform programmatic structures by showing how value for money is most likely to be achieved.

### **Tasking:**

1. Contribute to COA analysis using Operations Research and Analysis techniques, in support of Capability Development within ACT in order to mature NATO capability requirements and set programmatic direction.

2. Conduct research to study and establish qualitative and quantitative assessments of operational effectiveness, undertake cost-effectiveness and risk-benefit studies and analyses.
3. Where appropriate, interact with appropriate NATO and National research entities and industries to establish the impact of alternatives on operational effectiveness.
4. Where appropriate, attend engagements with NATO, National organizations, and / or industry to ensure cost estimation activities are likely to provide outputs of appropriate quality to support analysis.
5. Support the creation of Requests for Information to NATO Nations, Non-Governmental Organizations, and industry.
6. Analyse the potential impact of identified individual and aggregated risks, and propose possible risk management approaches.
7. Elicit, and / or review and assess schedule estimates, to ensure appropriate quality and supporting evidence for decisions being supported by analysis.
8. Review and assess cost estimates provided by others, to ensure appropriate quality and supporting evidence for decisions being supported by analysis.
9. Analyse and document comparative assessments of cost, risk, schedule, and operational effectiveness to inform programmatic decision-making.
10. Produce decision briefs / presentations describing the underlying rationale / justification for analytical outcomes. If appropriate, brief decision-makers on the context, process, and outcomes.
11. Produce written reports of analysis conducted as part of the CPP evidence package, for review with the International Military Staff and International Staff in NATO Headquarters.
12. Produce summary briefs of lessons identified / lessons learned to support continuous improvement of NATO capability development and OA Branch skills and competencies.
13. May be required to travel to meetings and conferences both within and outside NATO's boundaries for up to 35 days per year.
14. Perform additional tasks as required by the COTR related to the LABOR category.

**Essential Qualifications:**

1. Minimum two examples in the last 10 years (minimum 3 years duration) in the field of military Operations Research / Operational Analysis / Systems Analysis, supporting policy development, capability development, or acquisition. With a relevant Bachelor's degree (listed below), only 2 years in the last 5 must be in the fields / areas listed above.
2. A University or equivalent Bachelor's degree in Operations Research, Mathematics, Physics, Chemistry, Engineering or equivalent quantitative degree, or a subject with focus on organizational or group decision-making. Alternatively, 5+ years of Operational Analysis / Operations Research experience conducting and leading analytical studies in a relevant military, strategic, political or international environment.
3. Experience in designing, leading and facilitating workshops involving technical and non-technical stakeholders and across multiple levels of seniority.
4. Experience, within the last 5 years, of determining Operational Analysis requirements, scoping problems for study, developing analysis plans, and delivering high quality outputs that influence senior decision makers.
5. Experience of assessment frameworks, including setting MoPs and MoEs, setting service delivery KPIs, or analysis supporting programmatic benefits management and planning.
6. Experience in gathering evidence and scoring effectiveness through use of analytical methods to defence domain issues. Methods may include soft systems methods and elicitation of subjective evidence, war gaming, computer modelling and simulation, mathematical modelling, optimization techniques, and process mapping.
7. Experience of risk identification, assessment, analysis, and management in a project and /or programme planning environment.
8. Experience of producing or working with cost estimates, including cost estimating methodologies, methods, and processes.
9. Experience within the last 10 years with working in a strategic or operational military command or multinational organization.

## Requirements Matrix

Contractor’s technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals’ résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). **Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).**

### Best Value Criteria for LABOR CATEGORY 21: SENIOR CONTRACTOR SUPPORT TO ANALYSIS OF ALTERNATIVES

Company Name:

Proposed Candidate Name:

Proposed Candidate’s Nationality (identify if multiple citizenship & nation):

**Note: Each candidate within this category must have his/her own compliance matrix.**

Item	Compliant	Non-Compliant
Minimum of <b>one</b> past performance citations within the last <b>seven</b> years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		

Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 50 Points in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

Item	Range	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
<p><b>PLEASE ENSURE TOTAL PTS EQUAL 100</b></p>	<p>Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.</p> <p><b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</b></p> <p><b>ANY SCORE OF ZERO IS NONCOMPLIANT</b></p>		

<p>1. A University/ Bachelor's degree in Operations Research, Mathematics, Physics, Chemistry, Engineering, or equivalent quantitative degree, or a subject with focus on organizational or group decision-making. OR 5 years' Operational Analysis / Operations Research experience.</p>	<p>Yes - <b>10 Points</b> No - <b>1 Points</b></p>		
<p>2. Experience in designing, leading and facilitating workshops involving technical and non-technical stakeholders and across multiple levels of seniority.</p>	<p>Wide variety of successful experience demonstrated - <b>10-20 Points</b> Workshops designed to elicit complex information or requiring complex structures - <b>7-15 Points</b> Simple workshops - <b>2-6 Points</b> None - <b>1 Points</b></p>		
<p>3. Experience of determining Operational Analysis requirements, scoping problems, and creating analysis plans</p>	<p>5+ years, multiple national and organizational contexts - <b>8-15 Points</b> 5+ years, multiple organizational contexts - <b>6-12 Points</b> 5+ years - <b>5-9 Points</b> 3+ years - <b>3-7 Points</b> 0 years - <b>1-3 Points</b></p>		

<p>4. Experience of creating scoring / assessment frameworks</p>	<p>Defining new frameworks - <b>6-15 Points</b></p> <p>Tailoring established frameworks - <b>4-10 Points</b></p> <p>Using established frameworks - <b>2-6 Points</b></p> <p>None - <b>1-3 Points</b></p>		
<p>5. Experience of scoring operational effectiveness using analytical methods</p>	<p>Extensive, using a wide variety of listed methods - <b>8-20 Points</b></p> <p>Extensive, using a few listed methods - <b>7-15 Points</b></p> <p>Moderate, using a few listed methods - <b>5-10 Points</b></p> <p>Some, using at least one listed method - <b>2-5 Points</b></p> <p>None - <b>1 Point</b></p>		
<p>6. Experience in risk identification, assessment, analysis, and management</p>	<p>Project risk analysis &amp; modelling - <b>3-5 Points</b></p> <p>Project risk planning - <b>2-3 Points</b></p> <p>Project delivery risk management - <b>2 Points</b></p> <p>No - <b>1 Point</b></p>		
<p>7. Experience of producing or working with cost estimates</p>	<p>Produced cost estimates using recognized estimating standards - <b>4-5 Points</b></p> <p>Used cost estimates to plan projects - <b>2-3 Points</b></p> <p>No - <b>1 Point</b></p>		



8. Experience of project scheduling	<p>Created and managed schedules for complex projects - <b>3-5 Points</b></p> <p>Managed schedules for linear / simple projects - <b>2-3 Points</b></p> <p>No - <b>1 Point</b></p>		
9. Experience, in the last 10 years, of working in a strategic or operational military, strategic, political or international environment	<p>Military command / strategic / political organization AND multinational organization - <b>5 Points</b></p> <p>Military command OR multinational organization - <b>3 Points</b></p> <p>No - <b>1 Point</b></p>		

**LABOR CATEGORY 22: INTENTIONALLY LEFT BLANK**



## **LABOR CATEGORY 23: CONTRACTOR SUPPORT TO QUALITY ASSURANCE**

**Location:** Norfolk, VA, USA (On-site)

**Number of Candidates:** One Candidates

**Period of Performance:** Base Period: 1 February 2023 – 31 December 2023, Option Period One: January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

### **Background Information:**

The future Requirements Division will execute all tasks and activities needed to support requirements management for NATO capabilities. The Requirements Division will develop requirements, provide traceability and quality assurance of requirements, manage requirements configuration baselines, undertake requirements repository data integration, and implement options across DOTMLPFI in order to satisfy capability needs.

As part of this adapted organisational structure, ACT is in the process of implementing an improved capability requirements capture process, including the traceability of requirements, to ensure a clear separation between the requirements owner and the solution provider. This process will provide through life traceability of the requirements using an efficient change management process. ACT will be responsible for tasks such as capability requirements definition, requirements management, systems engineering, architecture development, holistic through lifecycle management, capability acceptance, Capability Package management (e.g. support of Air Command and Control System (ACCS), Air Ground Surveillance (AGS), Ballistic Missile Defence (BMD) and various Communications and Information Systems (CIS) capabilities).

The outputs of the adapted structure are formed from requirements, portfolio, programme and project management principles and practices that enable the direction of capability programmes and a range of projects in a transparent through lifecycle capability approach. They include comprehensive and traceable capability requirements that have been assessed and analysed for alternative solutions and quality assured to provide interoperability, and the delivery of multi-domain and multi-functional C4ISR focused programmes.

### **Tasking:**

1. As a member of a Requirements Core Development Team, verifies that capability requirements align with user needs across all aspects of DOTMLPFI for all assigned Operational Requirements, Capability Targets, and other high-level requirements.
2. Provides technical guidance to Requirements Managers and Capability Programme Directors related to the quality of requirements and the requirements development process.
3. Supports the development and establishment of quality criteria, quality control, and quality assurance procedures as related to requirements management.
4. Contributes to the development of directives and standard operating procedures that apply to the quality control and assurance of capability requirements development and management.
5. Monitors requirements developed in all life cycle stages to ensure quality and to ensure they remain valid, applicable, and continue to satisfy operational user needs.
6. Supports identification of options for resolving requirements management issues.
7. Contributes to the development of quality control and assurance assessment tools and reports.
8. Works in a federated and enterprise-wide manner to facilitate cross-functional, collaborative and supported interdependent teams/individuals in other divisions and other directorates across ACT as appropriate.

9. Performs additional tasks as required by the COTR related to the labor category.

**Essential Qualifications:**

1. A University Degree in engineering, management, information systems, accounting, economics, finance, business administration, public administration, operations research, project management or related disciplines.
2. Five years' experience in the application of requirements quality management to acquisition processes.
3. Experience in the evaluation of requirements quality across comprehensive lines of development; i.e. doctrine, organization, training, materiel, leadership, personnel, facilities, and interoperability (DOTMLPFI).
4. Experience in requirements development, either as a hands-on requirements author and/or facilitator of requirements development sessions.
5. Demonstrated minimum NATO or National SECRET clearance with the appropriate national authority for the duration of the contract.
6. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.
7. Demonstrable recent (i.e. in the last 5 years) experience in procurement programs in the defence sector.
8. Demonstrable recent (i.e. in the last 5 years) experience in managing requirements in accordance with formal configuration and change management processes.
9. Demonstrable recent (i.e. in the last 5 years) experience working in support of processes that were formally certified in accordance with the ISO 9001 standard.

10. Demonstrable proficiency in effective oral and written communication, including briefing and coordinating with international stakeholders.

## Requirements Matrix

Contractor's technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals' résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). **Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).**

### Best Value Criteria for LABOR CATEGORY 23: CONTRACTOR SUPPORT TO QUALITY ASSURANCE

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (identify if multiple citizenship & nation):

**Note: Each candidate within this category must have his/her own compliance matrix.**

Item	Compliant	Non-Compliant
Minimum of <b>one</b> past performance citations within the last <b>seven</b> years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		

Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 50 Points in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

Item	Range	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
<p><b>PLEASE ENSURE TOTAL PTS EQUAL 100</b></p>	<p>Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.</p> <p><b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</b></p> <p><b>ANY SCORE OF ZERO IS NONCOMPLIANT</b></p>		



<p>1. A University Degree in engineering, management, information systems, accounting, economics, finance, business administration, public administration, operations research, project management or related disciplines.</p>	<p>Yes - 20 Points No - 1 Points</p>		
<p>2. Quality related certifications such as the ones provided by CQI-IRCA</p>	<p>Yes - 10 Points No - 1 Points</p>		
<p>3. Demonstrable recent (i.e. in the last 5 years) experience in procurement programs in the defence sector.</p>	<p>Yes - 10 Points No - 1 Points</p>		
<p>4. Demonstrable recent (i.e. in the last 5 years) experience in managing requirements in accordance with formal configuration and change management processes</p>	<p>Yes - 20 Points No - 1 Points</p>		

<p>5. Demonstrable experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in system development.</p>	<p>Yes - 10 Points No - 1 Points</p>		
<p>6. Demonstrable recent (i.e. in the last 5 years) experience working in support of processes that were formally certified in accordance with the ISO 9001 standard.</p>	<p>Yes - 10 Points No - 1 Points</p>		
<p>7. Demonstrable recent (i.e. in the last 5 years) experience in using project management software such as Jira and/or the use of Kanban boards in the management of a project or programme.</p>	<p>Yes - 10 Points No - 1 Points</p>		
<p>8. Demonstrable proficiency in effective oral and written communication, including briefing and coordinating with international stakeholders.</p>	<p>Yes - 10 Points No - 1 Points</p>		

## **LABOR CATEGORY 24: CONTRACTOR SUPPORT TO REQUIREMENTS TRACEABILITY**

**Location:** Norfolk, VA, USA (On-site)

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 1 February 2023 – 31 December 2023, Option Period One: January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

### **Background Information:**

The future Requirements Division will execute all tasks and activities needed to support requirements management for NATO capabilities. The Requirements Division will develop requirements, provide traceability and quality assurance of requirements, manage requirements configuration baselines, undertake requirements repository data integration, and implement options across DOTMLPFI in order to satisfy capability needs.

As part of this adapted organisational structure, ACT is in the process of implementing an improved capability requirements capture process, including the traceability of requirements, to ensure a clear separation between the requirements owner and the solution provider. This process will provide through life traceability of the requirements using an efficient change management process. ACT will be responsible for tasks such as capability requirements definition, requirements management, systems engineering, architecture development, holistic through lifecycle management, capability acceptance, Capability Package management (e.g. support of Air Command and Control System (ACCS), Air Ground Surveillance (AGS), Ballistic Missile Defence (BMD) and various Communications and Information Systems (CIS) capabilities).

The outputs of the adapted structure are formed from requirements, portfolio, programme and project management principles and practices that enable the direction of capability programmes and a range of projects in a transparent through lifecycle capability approach. They include comprehensive and traceable capability requirements that have been assessed and analysed for alternative solutions and quality assured to provide interoperability, and the delivery of multi-domain and multi-functional C4ISR focused programmes.

### **Tasking:**

1. Provide requirements traceability analysis expertise in support of HQ SACT's requirements engineering and management processes, and specifically in support of Requirements Managers undertaking the Identification, elicitation, capture, analysis, evaluation, integration and maintenance of capability (business) requirements.
2. Support the ongoing development, population and maintenance of the requirements repository.
3. Support the maintenance of requirements in the requirements repository, ensuring correct version and configuration control, and the achievement and maintenance of requirements traceability.
4. Support the development and maintenance of processes relating to requirements traceability, including traceability criteria and processes, and requirements traceability reports related to the requirements life cycle.
5. Support development and improvement of requirements management tools, which enable and support the organization's requirements engineering and requirements management processes.
6. Contribute to the development of directives and standard operating procedures that relate to requirements traceability and the ACT Requirements Repository.
7. Support requirements engineering and requirements management activities where appropriate across all life cycle stages to ensure continuing integrity of the traceability processes, and that capability requirements continue to satisfy stakeholder needs.

8. Contributes to organizational continual process improvement activities.
9. Participate in workshops, seminars, conferences and meetings in support of the activities above.
10. Identify Lessons and contribute to their Learning within the organization.
11. Support to change and configuration management of requirements across the lifecycle.
12. Perform additional tasks as required by the COTR related to the labor category.

**Essential Qualifications:**

1. A University Degree or Bachelor's equivalent in engineering, management, information systems, accounting, economics, finance, business administration, public administration, operations research, programme and project management or related disciplines.
2. Five years' experience in the last 10 years in the field of requirements engineering and/or requirements management to include elicitation, capture, development, analysis and evaluation of requirements, including the management of requirements traceability and change management.
3. Experience in the evaluation of requirements traceability across comprehensive lines of development; i.e. doctrine, organization, training, materiel, leadership, personnel, facilities, and interoperability (DOTMLPFI).
4. Experience in requirements development, either as a hands-on requirements author and/or facilitator of requirements development sessions.
5. Demonstrable recent (i.e. in the last 5 years) experience in managing requirements in accordance with formal configuration and change management processes.
6. Demonstrable recent (i.e. in the last 5 years) experience working in support of processes that were formally certified in accordance with the ISO 9001 standard.

7. Experience with IBM Rational DOORS Next or equivalent.

## Requirements Matrix

Contractor's technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals' résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). **Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).**

### Best Value Criteria for LABOR CATEGORY 24: CONTRACTOR SUPPORT TO REQUIREMENTS TRACEABILITY

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (identify if multiple citizenship & nation):

**Note: Each candidate within this category must have his/her own compliance matrix.**

Item	Compliant	Non-Compliant
Minimum of <b>one</b> past performance citations within the last <b>seven</b> years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		

Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 50 Points in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

Item	Range	Page, Paragraph and Line Number	Score (100 pts possible)
<p><b>PLEASE ENSURE TOTAL PTS EQUAL 100</b></p>	<p>Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.</p> <p><b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</b></p> <p><b>ANY SCORE OF ZERO IS NONCOMPLIANT</b></p>	<p>referencing where candidates meet the criteria and how.</p>	



<p>1. A University Degree in engineering, management, information systems, accounting, economics, finance, business administration, public administration, operations research, programme and project management or related disciplines.</p>	<p>Yes - 20 Points No - 1 Points</p>		
<p>2. Demonstrable recent (i.e. in the last 5 years) experience working in support of processes that were formally certified in accordance with the ISO 9001 standard.</p>	<p>Yes - 15 Points No - 1 Points</p>		
<p>3. Demonstrable recent (i.e. in the last 5 years) experience in managing requirements in accordance with formal configuration and change management processes.</p>	<p>Yes - 15 Points No - 1 Points</p>		
<p>4. Demonstrable experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with</p>	<p>Yes - 15 Points No - 1 Points</p>		

NATO agencies' role in system development.			
5. Demonstrable recent (i.e. in the last 5 years) experience in using project management software such as Jira and/or the use of Kanban boards in the management of a project or programme.	Yes - 15 Points No - 1 Points		
6. Experience with IBM Rational DOORS Next or equivalent.	Yes - 20 Points No - 1 Points		

## **LABOR CATEGORY 25: CONTRACTOR SUPPORT TO DATA INTEGRATION**

**Location:** Norfolk, VA, USA (On-site)

**Number of Candidates:** One Candidate (Please note the July start date below.)

**Period of Performance:** Base Period: 1 July 2023 – 31 December 2023, Option Period One: 1 January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

### **Background Information:**

The future Requirements Division will execute all tasks and activities needed to support requirements management for NATO capabilities. The Requirements Division will develop requirements, provide traceability and quality assurance of requirements, manage requirements configuration baselines, undertake requirements repository data integration, and implement options across DOTMLPFI in order to satisfy capability needs.

As part of this adapted organisational structure, ACT is in the process of implementing an improved capability requirements capture process, including the traceability of requirements, to ensure a clear separation between the requirements owner and the solution provider. This process will provide through life traceability of the requirements using an efficient change management process. ACT will be responsible for tasks such as capability requirements definition, requirements management, systems engineering, architecture development, holistic through lifecycle management, capability acceptance, Capability Package management (e.g. support of Air Command and Control System (ACCS), Air Ground Surveillance (AGS), Ballistic Missile Defence (BMD) and various Communications and Information Systems (CIS) capabilities).

The outputs of the adapted structure are formed from requirements, portfolio, programme and project management principles and practices that enable the direction of capability programmes and a range of projects in a transparent through lifecycle capability approach. They include comprehensive and traceable capability requirements that have been assessed and analysed for alternative solutions and quality assured to provide interoperability, and the delivery of multi-domain and multi-functional C4ISR focused programmes.

### **Tasking:**

1. Support and contribute to the ACT Requirements Data Management activities.
2. Undertake and monitor requirements management for Regulatory Requirements across all life cycle stages to ensure integrity and traceability, and to ensure they remain valid, applicable, and continue to satisfy ACT requirements quality criteria.
3. Maintain the online Regulatory Requirements Catalogue.
4. Undertake and support the requirements change and configuration management processes, ensuring the reliability, authority and integrity of requirements in the ACT requirements repository.
5. Interact with NATO staff to collect information needed to elicit, analyse, capture, validate, derive constraints from and manage Regulatory Requirements.
6. Conduct information exchange with/from other data repositories using industry standard formats (Application Programme Interface (API) REST Services; Requirements Interchange Format (ReqIF) etc.).
7. Provide support to the assurance of and reporting on Regulatory Requirement compliance across Capability Development Programmes.
8. Develop processes and support the training and development of Requirements Managers in the use and compliance with Regulatory Requirements.

9. Support development, implementation and continual improvement of a Regulatory Requirements Compliance Framework, to provide evidence-based assurance.
10. Contribute and participate in the development of ACT policies, directives and process refinement related to Regulatory Requirements management.
11. Work closely with HQ SACT, support ACT representation at appropriate levels of engagement at requirements management related meetings, discussions, committees and working groups.
12. Contributes to HQ SACT broader continual process improvement activities.
13. Supports Federated and Enterprise working practices, which facilitate cross-functional, collaborative and supported interdependent teams/individuals in other divisions and other directorates across ACT as appropriate.
14. Performs additional tasks as required by the COTR related to the labor category.

**Essential Qualifications:**

1. Five years' experience in the last 10 in the field of requirements engineering and/or requirements management to include elicitation, capture, development, analysis and evaluation of requirements, including the management of requirements traceability and change management.
2. Recent experience, within the last five years, in the integration of data into large, complex relational databases and/or requirements repositories.
3. Recent experience, within the last five years, in undertaking Configuration Management methods and practices in a complex organization.
4. Recent experience, within the last five years, in requirements development and management.

5. A University Degree or Bachelor's equivalent in engineering, management, information systems, accounting, economics, finance, business administration, public administration, operations research, programme and project management or related disciplines.
6. Demonstrable experience working in a large multinational organization, ideally within the NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in system development.
7. Demonstrable recent (i.e. in the last 5 years) experience working in support of processes that were formally certified in accordance with the ISO 9001 standard.
8. Demonstrable recent (i.e. in the last 5 years) experience in using project management software such as Jira and/or the use of Kanban boards in the management of a project or programme.
9. Experience with IBM Rational DOORS Next or equivalent.
10. Resume of candidates must show education and professional experience directly related to this SOW. The resume must be included with the contractor's response to this SOW.

## Requirements Matrix

Contractor's technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals' résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). **Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).**

### Best Value Criteria for LABOR CATEGORY 25: CONTRACTOR SUPPORT TO DATA INTEGRATION

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (identify if multiple citizenship & nation):

**Note: Each candidate within this category must have his/her own compliance matrix.**

Item	Compliant	Non-Compliant
Minimum of <b>one</b> past performance citations within the last <b>seven</b> years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		

Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 50 Points in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

Item	Range	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
<p><b>PLEASE ENSURE TOTAL PTS EQUAL 100</b></p>	<p>Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.</p> <p><b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</b></p> <p><b>ANY SCORE OF ZERO IS NONCOMPLIANT</b></p>		



<p>1. A University Degree in engineering, management, information systems, accounting, economics, finance, business administration, public administration, operations research, programme and project management or related disciplines.</p>	<p>Yes - 20 Points No - 1 Points</p>		
<p>2. Demonstrable experience working in a large multinational organization, ideally within the NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in system development.</p>	<p>Yes - 20 Points No - 1 Points</p>		
<p>3. Demonstrable recent (i.e. in the last 5 years) experience working in support of processes that were formally certified in accordance with the ISO 9001 standard.</p>	<p>Yes - 20 Points No - 1 Points</p>		

<p>4. Demonstrable recent (i.e. in the last 5 years) experience in using project management software such as Jira and/or the use of Kanban boards in the management of a project or programme.</p>	<p>Yes - 20 Points No - 1 Points</p>		
<p>5. Experience with IBM Rational DOORS Next or equivalent.</p>	<p>Yes - 20 Points No - 1 Points</p>		

Programme Data Science / Analytics and AI / Additional 2023 Workforce Requirements	ACT- 6228	Three Labor Categories  (26-28)	Total Candidates per TT:  5	Total Candidates for IFIB progress:  38
---	--------------	--	--------------------------------------	--

## Labor Category 26: JUNIOR DATA SCIENTIST

**Location:** Norfolk, VA, USA (On-site)

**Number of Candidates:** Two Candidates

**Period of Performance:** Base Period: 1 February 2023 – 31 December 2023, Option Period One: 1 January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

### Background Information:

Data science, data analytics and Artificial Intelligence (AI) are increasingly gaining momentum in NATO touching all military and political domains and functional areas. In response to HQ SACT's understanding of the disruptive potential of data science and AI, and recognizing the strategic value of data, the Data Science & Artificial Intelligence section, established in 2020 in the Federated Interoperability Branch, is focusing on data science and AI as cross-cutting and enabling capabilities for HQ SACT and the NATO Enterprise. The section provides a broad spectrum from strategy and policy development and support, to technical delivery and implementation to HQ SACT and the NATO Enterprise. In addition to serving as the centre of gravity for HQ SACT's efforts in advancing data centricity and integrating rapidly changing technology related to data exploitation, the section has developed a substantial reputation inside NATO and is regularly invited to offer policy and technical expertise.

The section has a multitude of responsibilities within ACT and the broader NATO Enterprise including:

1. Strategy and policy development;
2. Implementation of Data Exploitation in NATO;
3. Developing and strengthening a NATO DS & AI community;
4. Leading data management efforts;
5. Trusted agent data science and artificial intelligence consulting;
6. Support to HQ SACT directorates;
7. Support to NATO Enterprise entities;
8. Rapid prototyping to assist staff officers with refining requirements for capability development programs and procurement actions.

**Tasking:**

1. Contribute to the development and implementation of an enabling data science and AI capability at HQ SACT and for the NATO Enterprise.
2. Contribute to ML/AI initiatives across HQ SACT and the NATO Enterprise with suggestions for ML approaches and implementation, including the processing of training data and performance assessment of machine learning techniques on datasets.
3. Apply existing data science techniques to new problems and datasets using specialised programming techniques to meet needs of the project and customer.
4. Evaluate the outcomes and performance of data science models. Identify and implement opportunities to train and improve models and the data they use.
5. Publish reports on machine learning model outputs to meet customer needs and conforming to agreed standards.
6. Experience of NLP, ML engineering, or computer vision.

7. Support review of data science and AI activities, processes, products or services.
8. Work in conjunction with other data professionals, software engineers and SMEs from different functional areas, as directed.
9. Support development and maintenance of data pipelines for structured and unstructured data.
10. Provide subject matter expertise to (military and civilian) staff within HQ SACT or the NATO Enterprise and develop proofs of concept, as directed.
11. Support internal and external communities that bring together DS & AI practitioners and consumers.
12. Support development of scientific studies.
13. Support educational efforts and training development related to data, AI or digital literacy.
14. Remain up-to-date with new developments in data science and AI to bring innovative ideas into implementation.
15. Support building a data-driven culture that uses analytics to generate insights, improve decision making at all levels, inform strategy and policy decisions, and improve performance.
16. Perform additional tasks as required by the COTR related to the LABOR category.

**Essential Qualifications:**

1. A Bachelor of Science degree or equivalent from a recognized university in data science, AI, applied math, statistics, physics or a related discipline, OR two years minimum professional experience in the area of data science.
2. Proven work experience as a Data Scientist, Data Analyst or a similar role in the last two years.
3. Experience in modern software architecture and software development related to data science, analytics and data integration, e.g. Python, SQL, R, KNIME.
4. Experience with data science tools to support data analytics and data visualisation.
5. Experience involving the support to data focused operations. Such experience should encompass at least 2 skills listed below:
  - Experience of working within a Big Data ecosystem, with tools such as Databricks, Spark etc.
  - Knowledge of Machine Learning/AI, statistical and mathematical analysis

- Planning, executing and maintaining Data Science pipelines.
6. Experience with agile methodologies.
  7. A Master's degree or higher at a nationally recognised/ certified university in a relevant discipline (Data Science, AI engineering).
  8. Experience with data presentation and visualisation tools, e.g. Microsoft Power BI, Tableau, Kibana, etc.
  9. Experience visualizing data and producing high quality graphs and reports, charts and interactive dashboards.
  10. Experience with machine learning and AI frameworks, e.g. TensorFlow, PyTorch, scikit-learn, or other machine learning frameworks.
  11. Ability to work in a cloud environment, in particular Microsoft Azure, or Amazon Web Services.
  12. Working experience in an international environment with both military and civilian elements.
  13. Understanding of the NATO organization and its functions.
  14. Experience in project management.

## Requirements Matrix

Contractor's technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals' résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). **Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).**

### Best Value Criteria for LC 26: JUNIOR DATA SCIENTIST

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (identify if multiple citizenship & nation):

**Note: Each candidate within this category must have their own compliance matrix.**

Item	Compliant	Non-Compliant
Minimum of <b>one</b> past performance citations within the last <b>seven</b> years to show that it has successfully		

completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 50 Points in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

Item	Range	Page, Paragraph and Line Number	Score
<p align="center"><b>PLEASE ENSURE TOTAL PTS EQUAL 100</b></p>	<p align="center">Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years’ experience.</p> <p align="center"><b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</b></p>	<p align="center">referencing where candidates meet the criteria and how.</p>	<p align="center">(100 pts possible)</p>



	<b>ANY SCORE OF ZERO IS NONCOMPLIANT</b>		
1. A Bachelor of Science degree from a recognized university in data science, AI, applied math, statistics, physics or a related discipline, OR two years minimum professional experience in the area of data science.	Yes, Bachelor of Science - 15 Points Yes, 2+ years prof experience -10 Points No - 1 Point		
2. Proven work experience as a Data Scientist, Data Analyst or a similar role in the last two years.	2+ years - 20 Points Less than 2 years - 5 Points		
3. Experience in modern software architecture and software development related to data science, analytics and data integration, e.g. Python, SQL, R, KNIME.	Yes - 15 Points No - 1 Point		

<p>4. Experience with data science tools to support data analytics and data visualisation.</p>	<p>Yes - 10 Points No - 1 Point</p>		
<p>5. Experience involving the support to data focused operations. Such experience should encompass at least 2 skills listed below:</p> <ul style="list-style-type: none"> <li>- Experience of working within a Big Data ecosystem, with tools such as Databricks, Spark etc.</li> <li>- Knowledge of Machine Learning/AI, statistical and mathematical analysis</li> <li>- Planning, executing and maintaining Data Science pipelines.</li> </ul>	<p>Yes, all 3 skills - 20 Points Yes, 2 skills - 15 Points No, 1 skill - 5 Points No, no skills - 1 Point</p>		
<p>6. Experience with agile methodologies.</p>	<p>Yes - 5 Points No - 1 Point</p>		
<p>7. Proven ability to effectively communicate orally and in writing.</p>	<p>Yes - 10 Points No 1 Point</p>		

## **Labor Category 27: DATA SCIENTIST**

**Location:** Norfolk, VA, USA (On-site)

**Number of Candidates:** Two Candidates

**Period of Performance:** Base Period: 1 February 2023 – 31 December 2023, Option Period One: 1 January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

### **Background Information:**

Data science, data analytics and Artificial Intelligence (AI) are increasingly gaining momentum in NATO touching all military and political domains and functional areas. In response to HQ SACT's understanding of the disruptive potential of data science and AI, and recognizing the strategic value of data, the Data Science & Artificial Intelligence section, established in 2020 in the Federated Interoperability Branch, is focusing on data science and AI as cross-cutting and enabling capabilities for HQ SACT and the NATO Enterprise. The section provides a broad spectrum from strategy and policy development and support, to technical delivery and implementation to HQ SACT and the NATO Enterprise. In addition to serving as the centre of gravity for HQ SACT's efforts in advancing data centricity and integrating rapidly changing technology related to data exploitation, the section has developed a substantial reputation inside NATO and is regularly invited to offer policy and technical expertise.

The section has a multitude of responsibilities within ACT and the broader NATO Enterprise including:

1. Strategy and policy development;
2. Implementation of Data Exploitation in NATO;
3. Developing and strengthening a NATO DS & AI community;

4. Leading data management efforts;
5. Trusted agent data science and artificial intelligence consulting;
6. Support to HQ SACT directorates;
7. Support to NATO Enterprise entities;
8. Rapid prototyping to assist staff officers with refining requirements for capability development programs and procurement actions.

**Tasking:**

1. Contribute to the development and implementation of an enabling data science and AI capability at HQ SACT and for the NATO Enterprise.
2. Identify, contribute to and implement ML/AI initiatives across HQ SACT and the NATO Enterprise with suggestions for ML approaches and implementation, including the processing of training data and performance assessment of machine learning techniques on datasets.
3. Apply existing data science techniques to new problems and datasets using specialised programming techniques to meet needs of the project and customer.
4. Evaluate the outcomes and performance of data science models. Identify and implement opportunities to train and improve models and the data they use.
5. Publish reports on machine learning model outputs to meet customer needs and conforming to agreed standards.
6. Has in-depth knowledge of NLP, ML engineering, or computer vision.
7. Support review of data science and AI activities, processes, products or services.
8. Work in conjunction with other data professionals, software engineers and SMEs from different functional areas.
9. Support development and maintenance of data pipelines for structured and unstructured data.

10. Provide subject matter expertise to (military and civilian) staff within HQ SACT or the NATO Enterprise and develop proofs of concept, as directed.
11. Support internal and external communities that bring together DS & AI practitioners and consumers.
12. Support development of scientific studies.
13. Support educational efforts and training development related to data, AI or digital literacy.
14. Remain up-to-date with new developments in data science and AI to bring innovative ideas into implementation.
15. Support building a data-driven culture that uses analytics to generate insights, improve decision making at all levels, inform strategy and policy decisions, and improve performance.
16. Perform additional tasks as required by the COTR related to the LABOR category.

**Essential Qualifications:**

1. A Master's degree or higher at a nationally recognised/certified university in Data Science, Data Analytics, AI engineering, or a related discipline such as Mathematics, Physics, Computer Science, Software Engineering OR four years minimum professional experience in the area of Data Science, including providing analysis and advice in the field of data science, within the last five years.
1. Proven work experience as a Data Scientist, ML Engineer or a similar role in the last four years.
2. Proficient in Machine Learning/AI, statistical and mathematical analysis.
3. Experience in modern software architecture and software development related to data science, analytics and data integration, e.g. Python, SQL, R, KNMIE.
4. Experience with machine learning and AI frameworks, using e.g. TensorFlow, PyTorch, scikit-learn, or other modern machine learning frameworks.
5. Experience with planning, executing and maintaining Data Science pipelines.
6. Experience visualizing data and producing high quality graphs and reports, charts and interactive dashboards using tools such as Tableau, MS Power BI, and Kibana.
7. Experience with agile methodologies.

8. Experience in providing training in various areas related to data science, analytics, and AI at different technical levels.
9. Portfolio of demonstrable products available via GitLab, or other platforms.
10. Ability to work in a cloud environment, in particular Microsoft Azure, or Amazon Web Services.
11. Working experience in an international environment with both military and civilian elements.
12. Experience working within a Big Data ecosystem, with tools such as Databricks, Spark etc.
15. Experience working with open source and publicly available data.
16. Experienced 'data storyteller'.
17. Experience working on a military staff.
18. Knowledge of NATO organization and its functions.
19. Experience in project management.

## Requirements Matrix

Contractor's technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals' résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). **Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).**

### Best Value Criteria for Labor Category 27: DATA SCIENTIST

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (identify if multiple citizenship & nation):

**Note: Each candidate within this category must have their own compliance matrix.**

Item	Compliant	Non-Compliant
Minimum of <b>one</b> past performance citations within the last <b>seven</b> years to show that it has successfully		

completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 50 Points in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

Item	Range	Page, Paragraph and Line Number	Score (100 pts possible)
<p align="center"><b>PLEASE ENSURE TOTAL PTS EQUAL 100</b></p>	<p align="center">Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.</p> <p align="center"><b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</b></p>	<p align="center">referencing where candidates meet the criteria and how.</p>	



	<b>ANY SCORE OF ZERO IS NONCOMPLIANT</b>		
1. A Master's degree or higher at a nationally recognised/certified university in Data Science, Data Analytics, AI engineering, or a related discipline such as Mathematics, Physics, Computer Science, Software Engineering OR four years minimum professional experience in the area of Data Science within the last five years.	Master of Science or higher - 15 Points Bachelor of Science - 5 Points 4+ years prof experience in the last 5 years - 15 Pts No - 1 Point		
2. Proven work experience as a Data Scientist, ML Engineer or a similar role during the last four years.	Last 4+ years - 10 Points Between 2-4 years - 5 Points Less than 2 years - 1 Point		
3. Proficient in Machine Learning/AI, statistical and mathematical analysis.	Yes - 10 Points No - 1 Point		

<p>4. Experience in modern software architecture and software development related to data science, analytics and data integration, e.g. Python, SQL, R, KNMIE.</p>	<p>Yes - 10 Points No - 1 Point</p>		
<p>5. Experience with machine learning and AI frameworks, using e.g. TensorFlow, PyTorch, scikit-learn, or other modern machine learning frameworks.</p>	<p>Yes - 10 Points No - 2 Points</p>		
<p>6. Experience with planning, executing and maintaining Data Science pipelines.</p>	<p>Yes - 5 Points No - 1 Point</p>		
<p>7. Experience visualizing data and producing high quality graphs and reports, charts and interactive dashboards using tools such as Tableau, MS Power BI, and Kibana.</p>	<p>Yes - 10 Points No - 2 Points</p>		
<p>8. Experience with agile methodologies.</p>	<p>Yes - 5 Points No - 2 Points</p>		
<p>9. Experience in providing training in various areas related to data science, analytics, and AI at different technical levels.</p>	<p>Yes - 5 Points No - 2 Points</p>		
<p>10. Portfolio of demonstrable products available via GitLab, or other platforms.</p>	<p>Yes - 10 Points No - 2 Points</p>		

11. Ability to work in a cloud environment, in particular Microsoft Azure, or Amazon Web Services.	Yes - 5 Points No - 2 Points		
12. Working experience in an international environment with both military and civilian elements.	Yes - 5 Points No - 2 Points		



## **LABOR CATEGORY 28: DATA ENGINEER**

**Location:** Norfolk, VA, USA (On-site)

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 1 February 2023 – 31 December 2023, Option Period One: 1 January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

### **Background Information:**

Data science, data analytics and Artificial Intelligence (AI) are increasingly gaining momentum in NATO touching all military and political domains and functional areas. In response to HQ SACT's understanding of the disruptive potential of data science and AI, and recognizing the strategic value of data, the Data Science & Artificial Intelligence section, established in 2020 in the Federated Interoperability Branch, is focusing on data science and AI as cross-cutting and enabling capabilities for HQ SACT and the NATO Enterprise. The section provides a broad spectrum from strategy and policy development and support, to technical delivery and implementation to HQ SACT and the NATO Enterprise. In addition to serving as the centre of gravity for HQ SACT's efforts in advancing data centricity and integrating rapidly changing technology related to data exploitation, the section has developed a substantial reputation inside NATO and is regularly invited to offer policy and technical expertise.

The section has a multitude of responsibilities within ACT and the broader NATO Enterprise including:

1. Strategy and policy development;
2. Implementation of Data Exploitation in NATO;
3. Developing and strengthening a NATO DS & AI community;

4. Leading data management efforts;
5. Trusted agent data science and artificial intelligence consulting;
6. Support to HQ SACT directorates;
7. Support to NATO Enterprise entities;
8. Rapid prototyping to assist staff officers with refining requirements for capability development programs and procurement actions.

**Tasking:**

1. Contribute to the development and implementation of an enabling data science and AI capability at HQ SACT and for the NATO.
2. Contribute to ML/AI initiatives across HQ SACT and the NATO Enterprise with a particular focus on the data engineering side.
3. Identify, design, and implement internal process improvements: automating manual processes, optimizing data delivery, proposes how to re-design infrastructure for greater scalability.
4. Develop, construct, test and maintain data pipelines and architectures such as databases and large-scale processing systems, within the constraints of existing but evolving processes and technologies.
5. Transform data into formats that can be easily analyzed by developing, maintaining, and testing infrastructures for data generation.
6. Prepare data for prescriptive and predictive modelling.
7. Provide subject matter expertise to (military and civilian) staff within HQ SACT or the NATO Enterprise and develop proofs of concept, as directed.
8. Work in tandem with data scientists and software engineers.
9. Select from existing data sources and prepare data to be used by data science models.
10. Improve data quality and efficiency.
11. Support evaluation of operational requirements and objectives.

12. Interpret trends and patterns and support building of algorithms and prototypes.
13. Support educational efforts and training development related to data, AI or digital literacy.
14. Remain up-to-date with new developments in data engineering and data architectures to bring innovative ideas into implementation.
15. Support building a data-driven culture that uses data and analytics to generate insights, improve decision making at all levels, inform strategy and policy decisions, and improve performance.
16. Perform additional tasks as required by the COTR related to the LABOR category.

**Qualifications:**

1. A Bachelor of Science degree from a recognized university in computer science, IT, software or computer engineering, data science, applied math, physics, statistics, or a related field.
2. Experience with advanced level SQL, including query optimization, complex joins, development of stored procedures, user-defined functions and working with Analytic Functions in the last 3 years.
3. Proficient in at least one data manipulation language such as Python, Scala, R, etc.
4. Ability to develop ETL processes for batch and streaming data, with proficiency in tools and technologies such as Apache Spark, Apache Airflow, Pentaho Data Integration, SQL Server Integration Service.
5. Advanced knowledge of relational database architecture, including design of OLAP and OLTP databases is required. Must have experience working with at least one Data Warehouse schemas – such as Star or Snowflake.
6. Ability to work with large datasets is required.
7. A Master's degree or higher from a recognized university in computer science, IT, software or computer engineering, data science, applied math, physics, statistics, or a related field.
8. Knowledge of NoSQL databases such as MongoDB, Cosmo DB recommended but not mandatory.
9. Ability to work in cloud environments to develop scalable data pipelines highly recommended. Skills in Cloud infrastructure and technologies such as Google Cloud Compute, AWS, Azure Data Factory, distributed computing will be highly advantageous.
10. Working experience with geospatial data structures such as raster and vector-based data is recommended.

11. Ability to collect and document project requirements, and to translate the requirements to technical solutions, including working in an agile environment to implement complex database projects is highly desirable.
12. Working experience in an international environment with both military and civilian elements.
13. Understanding of the NATO organization and its functions.

## Requirements Matrix

Contractor’s technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals’ résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). **Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).**

### Best Value Criteria for LC 28: DATA ENGINEER

Company Name:

Proposed Candidate Name:

Proposed Candidate’s Nationality (identify if multiple citizenship & nation):

**Note: Each candidate within this category must have their own compliance matrix.**

Item	Compliant	Non-Compliant
Minimum of <b>one</b> past performance citations within the last <b>seven</b> years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		



Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 50 Points in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

Item	Range	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
<p align="center"><b>PLEASE ENSURE TOTAL PTS EQUAL 100</b></p>	<p>Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years’ experience.</p> <p><b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</b></p> <p><b>ANY SCORE OF ZERO IS NONCOMPLIANT</b></p>		

<p>1. A Bachelor of Science degree from a recognized university in computer science, IT, software or computer engineering, data science, applied math, physics, statistics, or a related field.</p>	<p>Yes - 15 Points No - 1 Point</p>		
<p>2. Experience with advanced level SQL, including query optimization, complex joins, development of stored procedures, user-defined functions and working with Analytic Functions in the last 3 years</p>	<p>3+ years - 25 Points 2 years - 15 Points Less than 2 years - 1 Point</p>		
<p>3. Proficient in at least one data manipulation language such as Python, Scala, R, etc.</p>	<p>Yes - 15 Points No - 1 Point</p>		
<p>4. Ability to develop ETL processes for batch and streaming data, with proficiency in tools and technologies such as Apache Spark, Apache Airflow, Pentaho Data Integration, SQL Server Integration Service.</p>	<p>Yes - 15 Points No - 1 Point</p>		
<p>5. Advanced knowledge of relational database architecture, including design of OLAP and OLTP databases is required. Must have experience working with at least one Data</p>	<p>Yes, 2 or more schemas - 20 Points Yes, at least 1 schema - 10 Points No - 5 Points</p>		

Warehouse schemas – such as Star or Snowflake.			
6. Ability to work with large datasets is required.	Yes - 10 Points No - 1 Point		

---

Programme Innovation / Additional 2023 Workforce Requirements	ACT- 6232	Two Labor Categories  (29-30)	Total Candidates per TT:  8	Total Candidates for IFIB progress:  46
--	--------------	--	--------------------------------------	--

## LABOR CATEGORY 29: Product Owner:

**Location:** Norfolk, VA, USA (On-site at Innovation HUB)

**Number of Candidates:** Four Candidates

**Period of Performance:** Base Period: 1 February 2023 – 31 December 2023, Option Period One: 1 January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

### Background Information:

In the past years, many NATO nations started Innovation focused initiatives within military domain to capitalize on the unprecedented acceleration of technological development, primarily within the commercial sector. The developments in the US (NSIN, Air Force Kessel Run Lab), Germany (Cyber Incubators), France (AID), UK (DSTL) paved the way to joint efforts with NATO. Consequently, NATO had established a senior level Innovation Board at NATO HQ chaired by the Deputy Secretary General. The NATO Innovation Board confirmed ACT's role to "... play the leading role for innovation in NATO." With this mandate, the Innovation Hub provides a space to test hypotheses and solutions turning ideas into user-centric Minimum Viable Products (MVPs) through close collaboration of end users and developers. The Lab provides an incubator environment where ideas will come to life rapidly following the best practices of Agile DevSecOps from industry and the latest research from academia. The Lab operational model is being developed incrementally, and the close collaboration with all stakeholders will shape its culture, processes and toolset.

The iHub will operate in a larger ecosystem of innovation-minded partners. To successfully coordinate innovation activities across partner networks it is essential to establish basic guidance and rules orchestrating interactions via a common framework. This framework will help to better capitalize on larger network capabilities, help avoid duplication of work, and promote reuse of products. The Agile DevSecOps culture that will be established within iHub will be promoted across NATO, while associated processes and toolsets will be easily adaptable by other NATO bodies. The iHub state-of-the-art capabilities will continuously be updated via knowledge transfer from the leading industries

### **Tasking:**

1. Plan, coordinate and leads Innovation Projects. Develop the format of such projects to fill the needs of user in NATO and the wide contribution of possible solutions from outside the NATO Command Structure. Organize project resources and personal involved in the project, including managing the finances and budget of the project.
2. Contribute to the identification of potential Innovative solutions to emerging security challenges of NATO interest, through monitoring, analysing and exploiting scientific and technological research areas and innovative uses of existing and new technologies developed by the private and public sectors.
3. Foster collaboration with research centers to exploit opportunities and potential innovation sprung from those entities.
4. Contribute to the solution development by leading, managing or participating in solution design and development projects in collaboration with Academia, industry and the public entities.
5. Ensure the coherence of the projects he/she manages with the user requirements and the capability development process.
6. Promote and support his/her assigned projects, and related activities and events inside and outside ACT

### **Essential Qualifications:**

1. A University/ Bachelor's degree engineering, ICT, business or related field
2. 5 years in the last 10 in the field of Agile product development and delivery.

3. Military operational background or 5 years of experience in military/related capability development and experimentation
4. Working knowledge of Agile product management tools

## Requirements Matrix

Contractor's technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals' résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). **Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).**

### Best Value Criteria for LABOR CATEGORY 29: Product Owner

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (identify if multiple citizenship & nation):

**Note: Each candidate within this category must have his/her own compliance matrix.**

Item	Compliant	Non-Compliant
Minimum of <b>one</b> past performance citations within the last <b>seven</b> years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		

Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 50 Points in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

<p style="text-align: center;"><b>Item</b></p> <p style="text-align: center;"><b>PLEASE ENSURE TOTAL PTS EQUAL 100</b></p>	<p style="text-align: center;"><b>Range</b></p> <p style="text-align: center;">Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.</p> <p style="text-align: center;"><b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.</b></p> <p style="text-align: center;"><b>ANY SCORE OF ZERO IS NONCOMPLIANT</b></p>	<p style="text-align: center;"><b>Page, Paragraph and Line Number</b> referencing where candidates meet the criteria and how.</p>	<p style="text-align: center;"><b>Score (100 pts possible)</b></p>



1. Proven experience in Agile project/product management working with cross functional team.	1-3 years - 1-4 Points 3-5 years - 5-10 Points 5+ years....- 11-15 Points		
2. Proven experience in defining and documenting business requirements, as well as acceptance criteria of owned products.	1-3 years - 1-5 Points 3+ years - 6-10 Points		
3. Experience managing product roadmaps, backlogs, and prioritization.	1-3 years -1-5 Points 3+ years - 6-10 Points		
4. Proven experience in creative problem solving, proposing solutions to address customer needs, creating and building new products	1-3 years - 1-5 Points 3+ years - 6-10 Points		
5. Experience using Agile product management tools (such as Jira, Gitlab, Trello)	1-3 years - 1-5 Points 3+ years - 6-10 Points		

6. Proven experience in facilitating/coordinating product promotional events.	1-3 years - 1-5 Points 3+ years - 6-10 Points		
7. Experience in collaboration with Research Centres and Academia to develop new concepts/products	1-3 years - 1-5 Points 3+ years - 6-10 Points		
8. Military operational experience or military/related capability development experience	1-3 years - 1-4 Points 3-5 years - 5-10 Points 5+ years....- 11-15 Points		
9. University degree in ICT, Business or related discipline <b>OR</b> 5 years' experience as a Product Manager	Yes - 10 Points No - 0 Points		

## **LABOR CATEGORY 30: Product Manager:**

**Location:** Norfolk, VA, USA (Remote for Innovation HUB)

**Number of Candidates:** Four Candidates

**Period of Performance:** Base Period: 1 February 2023 – 31 December 2023, Option Period One: 1 January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

### **Background Information:**

In the past years, many NATO nations started Innovation focused initiatives within military domain to capitalize on the unprecedented acceleration of technological development, primarily within the commercial sector. The developments in the US (NSIN, Air Force Kessel Run Lab), Germany (Cyber Incubators), France (AID), UK (DSTL) paved the way to joint efforts with NATO. Consequently NATO had established a senior level Innovation Board at NATO HQ chaired by the Deputy Secretary General. The NATO Innovation Board confirmed ACT's role to "... play the leading role for innovation in NATO." With this mandate, the Innovation Hub provides a space to test hypotheses and solutions turning ideas into user-centric Minimum Viable Products (MVPs) through close collaboration of end users and developers. The Lab provides an incubator environment where ideas will come to life rapidly following the best practices of Agile DevSecOps from industry and the latest research from academia. The Lab operational model is being developed incrementally, and the close collaboration with all stakeholders will shape its culture, processes and toolset.

The iHub will operate in a larger ecosystem of innovation-minded partners. To successfully coordinate innovation activities across partner networks it is essential to establish basic guidance and rules orchestrating interactions via a common framework. This framework will help to better capitalize on larger network capabilities, help avoid duplication of work, and promote reuse of products. The Agile DevSecOps culture that will be established within iHub will be promoted across NATO, while associated processes and

toolsets will be easily adaptable by other NATO bodies. The iHub state-of-the-art capabilities will continuously be updated via knowledge transfer from the leading industries

The remote work contractors will still be considered part of the Innovation Hub teams, and will utilize the same toolset as the rest of the team. It will be however on the contractor responsibility to provide their own device to conduct the work on. Software requirements for contractors' devices are listed below:


Latest Mac OS/Windows 10 or higher, capable of running Office Applications (MS Office, Google Workspace, etc.) with ability to conduct online meetings (camera, microphone, high speed internet)

### **Tasking:**

1. Understand customers, technology, and competition, and execute product strategy
2. Drive the product vision and success across the agile team and effectively communicating this vision to product owner
3. Drive the product vision and success across the agile team and effectively communicating this vision to product owner
4. Manage product roadmaps, backlogs, and prioritization
5. Plan for and execute product information campaign using modern communication channels (twitter, Facebook, blogs, etc...)
6. Work with software development teams following agile methodologies (Participate in standups, retrospectives, design reviews, user research, and demos)
7. Translate the needs of users and manage their priorities with the business value of the organization

### **Essential Qualifications:**

1. A University/ Bachelor's in ICT, Business or related discipline
2. 7 years in the last 10 years in the field of Agile product development and delivery.

3. Knowledgeable and continuously educated on industry best practices for product managers overseeing web applications (including Agile methodologies, TDD, CI/CD, etc)
  4. Working knowledge of cloud native applications, and associated production cycles
  5. Working knowledge of Agile product management and development tools
- 

## Requirements Matrix

Contractor's technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals' résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). **Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).**

### Best Value Criteria for LABOR CATEGORY 30: Product Manager

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (identify if multiple citizenship & nation):

**Note: Each candidate within this category must have his/her own compliance matrix.**

Item	Compliant	Non-Compliant
Minimum of <b>one</b> past performance citations within the last <b>seven</b> years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		

Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 50 Points in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

Item	Range	Page, Paragraph and Line Number	Score (100 pts possible)
<p><b>PLEASE ENSURE TOTAL PTS EQUAL 100</b></p>	<p>Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.</p> <p><b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</b></p> <p><b>ANY SCORE OF ZERO IS NONCOMPLIANT</b></p>	<p>referencing where candidates meet the criteria and how.</p>	

1. Proven experience with deep understanding of customers, technology, and competition, and ability to execute product strategy.	1-3 years - 1-5 Points 3+ years - 6-10 Points		
2. Experience driving the product vision and success across the agile team and effectively communicating this vision to product owner.	1-3 years - 1-5 Points 3+ years - 6-10 Points		
3. Experience managing product roadmaps, backlogs, and prioritization.	1-3 years - 1-5 Points 3+ years - 6-10 Points		
4. Experience with planning for and execution of product information campaign using modern communication channels (twitter, Facebook, blogs, etc...)	1-3 years - 1-5 Points 3+ years - 6-10 Points		
5. Experience leading high performing software development teams following agile methodologies (Participate in stand ups, retrospectives, design	1-3 years - 1-5 Points 3+ years - 6-10 Points		



reviews, user research, and demos)			
6. Comfortable facilitating productive meetings that drive product outcomes.	1-3 years - 1-2 Points 3+ years - 3-5 Points		
7. Able to translate the needs of users and manage their priorities with the business value of the organization	1-3 years - 1-5 Points 3+ years - 6-10 Points		
8. Knowledgeable and continuously educated on industry best practices for product managers overseeing we applications (including Agile methodologies, TDD, CI/CD, etc)	1-3 years - 1-4 Points 3-5 years - 5-10 Points 5+ years....- 11-15 Points		
9. Previous exposure to cloud native applications, and associated production cycles	1-3 years - 1-5 Points 3+ years - 6-10 Points		

10. University degree in ICT, Business or related discipline <b>OR</b> 5 years' experience as a Product Manager	Yes - 10 Points No - 0 Points		
---	----------------------------------	--	--



## **STRATEGIC PLANS & POLICY:**

Programme Global Picture and Strategy Development / Additional 2023 Workforce Requirements	ACT-6243	Two Labor Categories (31-32)	Total Candidates per TT:  2	Total Candidates for IFIB progress:  48
--	----------	---------------------------------	-----------------------------------	---

### **LABOR CATEGORY 31: Warfare Development Fusion Analyst**

**Location:** Norfolk, VA, USA (On-site)

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 1 February 2023 – 31 December 2023, Option Period One: 1 January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

#### **Background Information:**

In December 2020, the NWCC was signed by SACT, agreed by Allies in February 2021. This concept guides future Warfare Development of NATO's MloP, and the biennial WDA, which is informed by a twenty-year horizon war fighting perspective.

Developing the concept has necessitated the full-time focus of between 8-12 staff, including military, NICs, contractors, and interns over the course of 18 months.

As the Warfare Development Fusion (WDF) Core team has transitioned into a permanent structure (WDF Branch), there is an envisioned lack in capacity for delivering required tasks until at least the end of 2023. This SOW aims at bridging that gap with suitable contracted personnel.

The successful alignment and implementation of the NWCC through WDA remains SACT's priority objective for 2023 and beyond.

### **Tasking:**

1. Assist in the scoping work related to WDIs prioritization and synchronization;
2. Provide support to staff assigned to facilitate the WDIs and associated LODs;
3. Interpret political, economic, sociocultural, technological and military trends and develop assessments to identify threats, risks and opportunities;
4. Provide horizon scanning and strategic analysis of relevant national and NATO policies, strategies and other relevant documents;
5. Provide deep-dive analytical work to inform Food-for-Thoughts and future concepts;
6. Ensure cohesion and participate in cross functional engagements with internal and external stakeholders;
7. Provide contribution to the preparation and delivery of briefings, speaking notes, statements and other as required.
8. Additionally:
  - a. Provide feedback about their work clearly and concisely. Submit periodic reports as directed by the Contract Officer Technical Representative (COTR);
  - b. Understand and shape the NATO's/ACT's strategy and mission;
  - c. Share ideas with multiple stakeholders and gain alignment from them, facilitating WDI owners PoW;
  - d. Be available to ACT leadership for NWCC/WDA related requirements;
  - e. Collaborate as required with HQ SACT cross-functional teams to provide strategic thoughts and inputs;
  - f. Contribute to the development of exhaustive reports on WDA implementation in close coordination with military staff officers and HQ ACT direction;
  - g. Contribute to strategic planning efforts that satisfy long-term needs of Warfare development;
  - h. Conduct research;
  - i. Fulfil other specific WDA related tasks directed by WDF BH;

j. Construct forecasts and analytical models.

**Essential Qualifications:**

1. Demonstrated in-depth Strategic Assessment and Strategic Risk Evaluation in addition to experience in researching and analysing international relations and security studies;
2. Demonstrated writing and briefing skills. This should include papers and articles related to military strategy.
3. Master's degree or higher in political science, international studies, security studies and military science is preferred. Master's degree can be substituted with a Bachelor's degree and appropriate level of experience (2 year) in fields described above.
4. Good background of Strategic Foresight, Global Strategy and Innovation Management, Strategic Planning and Execution, Strategic Gap Analysis, Strategy Implementation for military policy making purposes in an international organization or governmental organization with a preference of experience working for or with NATO at strategic level.
5. Experience working on policy development, capability development procedures, strategic planning and associated staff work on strategic level of military activities.
6. Demonstrated understanding of the NATO Warfighting Capstone Concept and Warfare Development Agenda Imperatives is desirable.
7. Understanding of the chain of command within a military organization. Understanding and ability to adapt quickly to new direction and guidance from higher-level authority.
8. Ability to build cooperative relationships with academia and governmental partners;
9. Capacity to work under general direction within a clear framework of accountability with substantial personal responsibility. Work is often self-initiated;
10. Ability to effectively multi-task and prioritize in a fast-paced environment;
11. Capacity to work effectively as the member of a multinational and multi-disciplinary team;
12. Ability of disciplined and systematic approach to problem solving;
13. Ability to analyse requirements and advise on scope and options for continuous operational improvement;
14. Execute a broad range of complex professional or technical work activities in a variety of contexts;
15. Ability for a comprehensive approach based on credible evidence, the most probable counterarguments and risks;
16. Excellent written and oral skills;
17. Ability of creative and innovative thinking and ethical thinking in applying solutions for the benefit of the customer/stakeholder.
18. Fully responsible for meeting allocated technical and/or project/supervisory objectives;
19. Ability to perform an extensive range and variety of technical and/or professional work activities.

## Annex A- Best Value Grading Matrix

Contractor’s technical proposal will be assessed on the qualifications of the individual proposed to perform the work. Individual résumés will be measured against each of the criteria specified below in order to ascertain whether the individual have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).

### Best Value Criteria for LC 31: ANALYST IN SUPPORT OF WDF Branch

Company Name:

Proposed Candidate Name:

Proposed Candidate’s Nationality (identify if multiple citizenship & nation):

Item	Compliant	Non-Compliant
Minimum of <b>one</b> past performance citations within the last <b>seven</b> years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		

Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of <b>50 Points</b> in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

<b>Item</b>  <b>PLEASE ENSURE TOTAL PTS EQUAL 100</b>	<b>Range</b> Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years’ experience.  <b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.</b> <b>ANY SCORE OF ZERO IS NONCOMPLIANT</b>	<b>Page, Paragraph and Line Number</b> referencing where candidates meet the criteria and how.	<b>Score</b> <b>(100 pts possible)</b>
1. Demonstrated in-depth Strategic Assessment and Strategic Risk Evaluation in addition to experience in researching and analysing	Yes – 5 Point No – 0 Points		

international relations and security studies.			
2. Demonstrated writing and briefing skills. This should include papers and articles related to military strategy.	Yes – 5 Point No – 0 Points		
3. Master's degree or higher in political science, international studies, security studies and military science is preferred. Master's degree can be substituted with a Bachelor's degree and appropriate level of experience (2 year) in fields described above.	Bachelor's degree Less than 2 years: 0 Points Bachelor's degree More than 2 years: 15 Points Masters degree: 20 Points PhD: 25 Points		
4. Background of Strategic Foresight,	Less than 2 years: 2 Points 2 to 3 years: 10 Points 3 to 4 years: 15 Points		



<p>Global Strategy and Innovation Management, Strategic Planning and Execution, Strategic Gap Analysis, Strategy Implementation for military policy making purposes.</p>	<p>Above 4 years: 20 Points</p>		
<p>5. Experience working on policy development, gap analysis, capability development procedures, strategic planning and associated staff work on strategic level of military activities.</p>	<p>Less than 2 years: 2 Points  2 to 3 years: 10 Points  3 to 4 years: 15 Points  Above 4 years: 20 Points</p>		
<p>6. Experience in an international organization / governmental organization, preferably NATO experience at strategic level.</p>	<p>Non NATO government/international experience: 5 Points  NATO experience: 15 Points</p>		

7. Understanding of the NATO Warfighting Capstone Concept and Warfare Development Agenda Imperatives.	No -1 Points Yes-10 Points		
---	-------------------------------	--	--

## **LABOR CATEGORY 32: Counter Hybrid and CYBER Threats Advisor**

**Location:** Norfolk, VA, USA (On-site)

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 1 February 2023 – 31 December 2023, Option Period One: 1 January 2024 – 31 December 2024, Option Period Two: 1 January 2025 – 31 December 2025, Option Period Three: 1 January 2026 – 31 December 2026, Option Period Four: 1 January 2027 – 31 December 2027

### **Background Information:**

The re-organization of the Strategic Plans & Policy Branch proposed under NCS Adaptation requires the Branch to expand its attention to the NATO Policy on Counter Terrorism (CT), as well as Counter Hybrid and Cyber threats. This change in scope requires the Branch to be actively involved with NATO entities, international organizations and other academic agencies in order to have a broader knowledge and co-operation on the subject of CT, Hybrid and Cyber. To bridge the gap between military and civil organizations it is key to have a position that is able to understand both groups and this can only be undertaken by an individual with a background in Strategic Political Military affairs. Consequently, there is a gap in experience within the Branch structure that can best be filled by a civilian with relevant experience on multinational operations or activities with a focus on CT.

The CT advisor is a specialized advisor who is employed to think expansively and speak frankly about CT related issues and to provide advice to senior officers and civilians within the ACT Command Group and at the Political Level at NATO HQ, and ensure a coherent, Diplomatic Information Military Economic Financial Intelligence Law Enforcement (DIMEFIL) based, strategic approach to support warfare development planning and policy. Duties include writing strategic policy documents, presenting high level briefings to various NATO committees, formulating military advice, assisting in the management of multi-national staff officers, coordinating efforts with the other SPP Branches to assist in the development of strategic concepts, and assembling strategic insight into presentation materials in support of the Command Group for their attendance to NATO Summits, Ministerials, MC/CS and other high level PolMil meetings.

As an advisor between the Centre of Excellence-Defence Against Terrorism (COE-DAT) and the Strategic Plans & Policy Branch, the contractor will be expected to be able to read, understand and analyse a wide range of strategic documents, formalize courses of action, develop strategic command level policy, and be prepared to defend ideas with regard to CT. In addition, candidates will be required to work with and provide guidance to multi-national military officers and civilian personnel from the rank/position equivalent of OF-3 up to the OF-9 level. The importance of the role and the complexity of the task would require an experienced and proven individual who has the ability to think strategically and provide intelligent well-considered advice.

The CT Advisor is responsible for the overall guidance of the PLP Branch on CT policy and supporting policy, pertaining to the Alliance. HQ SACT seeks a civilian to support PLP branch in optimized and tailored ACT CT advice in support of ACT Programme of Work and NATO's fight against terrorism. This will result in optimized and tailored ACT CT, counter Hybrid and counter Cyber advice in support of ACT Programme of Work and NATO's fight against terrorism.

### **Tasking:**

1. Lead the development/review/update of CT aspects of NATO Military Strategy & NWCC, ACT or Bi-SC policy papers, concepts, action plans, and input to NATO Military Authorities (NMA's) advice to the North Atlantic Council (NAC) on issues related to CT through close interaction with NATO HQ and ACO/SHAPE when required.
2. Participate in conferences and meetings and provide CT Subject Matter Expert (CTSME) assistance when and where required.
3. Contribute to cross-functional projects and programs with summaries, research papers, and other written products or briefings.
4. Provide input to non-papers, presentations, guidance, and direction for all ACT pillars on issues specifically relating to CT.
5. Guide and prepare Initial Progress Reports (IPRs), background briefs, presentations, and point papers for HQ SACT on CT.
6. Maintain contact with NATO HQ International Staff (IS) Emerging Security Challenging Division (ESCD) to understand current CT posture, and what future positions may be.
7. Communicate with Centre of Excellence-Defense Against Terrorism (COE-DAT) SACT thoughts in Terrorism/Counter-Terrorism/Defense Against Terrorism(T/CT/DAT).
8. Maintain close contact with COE-DAT to share information on COE-DAT activities and identify current and future trends in T/CT/DAT and potential policy recommendations.
9. Represent COE-DAT to ACT, NATO, and national commands as required.

10. Establish contacts with NATO entities, international organizations and other academic agencies in order to have a broader co-operation.
11. Performs additional tasks as required by the COTR related to the LABOR category.
12. The contractor provides direct support to the DCOS SPP for the day to day interaction with the NATO HQ and other stakeholders in the strategy and policy community, informing the inclusion of transformational positions in NATO strategy, strategic plans and policy . The post has high level impact from a broad perspective across the NATO strategy and policy community.
13. The contractor coordinates between national and NATO organizations on long term high level strategy and policy decisions and issues.
14. The contractor directly supports the Supreme Allied Commander Transformation in the development of military advice related to CT. The contractor ensures that a continuous, solid base of reasoned, clear and blunt advice is delivered. The contractor must have knowledge of the Strategic Commander's Long Term Vision and the realities of NATO decision making at the political and military level. The contractor ensures the coherency of advice delivered. The contractor must have the knowledge of extant NATO policy and procedures. A lack of such a detailed knowledge would result in a significant reduction in HQ SACT effectiveness.
15. The contractor assists to support the COTR with deliberations with the strategy and policy community, including the DPPC, NPG SG, HLG and interacts routinely, on a peer basis, with senior management internally in ACT and externally with ACO, NATO HQ and the Nations. The level of authority conveyed by a senior civilian in NATO strategy and policy, environment, populated by military professionals and high grade civilians (both in NATO and in Nations) must be commensurate with the corresponding military grade. This is necessary to achieve initial credibility during interaction with those who may not be familiar with the NATO civilian staff role. History has proven that although experience and knowledge can overcome a grade differential between civilian and military staff over time, there are circumstances, particularly those involving the necessity to guide performance improvement, in which senior civilian status is essential.

### **Essential Qualifications:**

1. A background in Strategic Political Military affairs, with substantial experience on multinational operations or activities, and especially knowledge of politico-military affairs with a focus on CT, reasons for which the best suitable choice is for a civilian to occupy the post.

2. Knowledge about Lessons Learned processes, Lessons Learned (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.
3. Professional Contacts: Must be able to liaison effectively, both internally and externally, with military and civilian personnel from the rank/position equivalent of OF-3 up to the OF-9 level. Internal contacts are with Chief of Staff, DSACT, and SACT and external contacts are with SHAPE Policy, IMS and the International Staff (IS) personnel and COE DAT.
4. Contribution To Objectives: This post contributes directly to Strategic Policy development within ACT. It will require the ability to interpret direction and guidance, analyze content and develop possible courses of action. The contributions will range from the day to day support of Policy Officers, analysis of Strategic level and higher policy, and support of SACT in political and military meetings.
5. Demonstrated in-depth experience in Strategic Risk Assessment in addition to experience in researching and analysing international relations and security studies;
6. Demonstrated experience on Counter Terrorism at military strategic and/or operational levels in addition to staff experience of understanding or developing military Risk Assessment at the strategic level;
7. Experience working at a military headquarters or similar environment at staff level on policy development, gap analysis, capability development procedures, strategic planning and associated staff work on the operational and strategic levels of military activities (recommended 2-3 years' experience);
8. A basic understanding of Strategic Foresight, Global Strategy and Innovation Management, Strategic Planning and Execution, Strategic Gap Analysis, Strategy Implementation for military policy making purposes within an international organization or governmental organization with a preference of experience working for or with NATO;
9. Master's degree or higher in political science, international studies, security studies, military science, and operations research is preferred. Master's degree can be substituted with a Bachelor's degree and appropriate level of experience in fields linked to Counter Terrorism as described above.
10. This post requires a background in Strategic Political Military affairs with a focus on CT. Candidates must have the ability to read and analyze a wide range of strategic documents, formalize courses of action, develop strategic command level policy, and be prepared to defend ideas. This post will give briefs at high-level political and military meetings. In addition, candidates will be required to work with and provide guidance to multi-national military officers. Candidates must have worked in Strategic Policy within the last 4 years OR have recently earned their Graduate degree in Political-Military Affairs. Capable of working harmoniously in a multi-national environment, whilst representing and projecting the needs of ACT in a firm but tactful manner. Must be prepared

to work outside normal office hours. Must be prepared to travel as part of the appointment. Must be experienced in international and especially politico-military affairs.

11. Ability to work independently, proactively, and resourcefully on several tasks at one time with minimum supervision.
12. Present a mature, professional appearance; interact well with others in International environment.
13. Working knowledge of word-processing, spreadsheet, and graphics software.
14. Advanced knowledge of database software.
15. Previous experience working with Flag/General Officers or equivalent is desirable.
16. Fluent in English (written and oral).
17. Ability to work outside of normal working hours to include weekends and evenings, often on short notice.

## Annex B

### Requirements Matrix

Contractor's technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals' résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).

#### Best Value Criteria for LABOR CATEGORY 32: Counter Hybrid and CYBER Threats Advisor

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (identify if multiple citizenship & nation):

Item	Compliant	Non-Compliant
Minimum of <b>one</b> past performance citations within the last <b>seven</b> years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		



Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 50 Points in the Subject Matter Expert Criteria		
<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

Item	<p style="text-align: center;"><b>Rang e</b></p> <p style="text-align: center;"><b>Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.</b></p> <p style="text-align: center;"><b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</b></p>	<p><b>Page, Paragraph and Line Number referencing where candidates meet the criteria and how.</b></p>	<p><b>Score (100 pts possible)</b></p>

	<b>ANY SCORE OF ZERO IS NONCOMPLIANT</b>		
1. Demonstrated experience in military and corporate, government, or academic environment in analysis in the area of international relations and security studies.	Less than 2 years: 0 Points 2 to 3 years: 10 Points 3 to 4 years: 15 Points Above 4 years: 20 Points		
2. Staff experience with counter terrorism plans and policy at strategic level.	Less than 2 years: 0 Points 2 to 3 years: 10 Points 3 to 4 years: 15 Points Above 4 years: 20 Points		
3. Master's degree or higher in political science, international studies, security	Bachelors w/ less than 2 years: 5 Points Less than 3 years: 10 Points Masters degree or Bachelors w/more than 3 years: 20 Points PhD: 30 Points		

<p>studies, military science, and operations research is preferred. Master's degree can be substituted with a Bachelor's degree and appropriate level of experience in fields linked to Counter Terrorism as described above.</p>			
<p>4. A solid background in policy/strategy analysis and the associated staff work 2 years minimum.</p>	<p>Less than 2 years: 0 Points  2 to 3 years: 3 Points  3 to 4 years: 5 Points  Above 4 years: 10 Points</p>		
<p>5. Previous experience, 2 years</p>	<p>Non NATO</p>		

<p>minimum, in an international organization / governmental organization, preferably NATO experience at strategic level.</p>	<p>government/international experience: 5 Points NATO experience: 10Points</p>		
<p>6. Extended knowledge of NATO Counter Terrorism process and plans.</p>	<p>Less than 2 years: 0 Points Above 2 years: 10 Points</p>		



HQ SACT GENERAL TERMS AND CONDITIONS DATED 01/26/2022 ARE APPLICABLE TO THIS PROCUREMENT AND CAN BE LOCATED ON THE ACT WEBSITE AT [WWW.ACT.NATO.INT/CONTRACTING](http://WWW.ACT.NATO.INT/CONTRACTING) UNDER CONTRACTOR INFORMATION. In addition, Personnel 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.