



**ΕΛΛΗΝΙΚΗ ΔΗΜΟΚΡΑΤΙΑ**  
Μόνιμη Αντιπροσωπεία της Ελλάδος  
στο ΝΑΤΟ

**ΑΔΙΑΒΑΘΜΗΤΟ**  
**ΕΠΕΙΓΟΝ**

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/Δνση Ε Επαγγελματικής Δραστηριότητας, (μ.η.)  
Νίκης 4

**ΘΕΜΑ:** Έρευνα Αγοράς MS-115215-EPMS για το Αντικείμενο: «Enterprise Personnel Management System»

1. Διαβιβάζεται, συνημμένως, αίτηση ΝCΙΑ για συμμετοχή Βιομηχανίας σε έρευνα αγοράς (Market Survey/MS) για εν θέματι αντικείμενο.
2. Καταληκτική ημερομηνία υποβολής προτάσεων ενδιαφερομένων, ορίζεται η 7<sup>η</sup> Ιουνίου τ.έ.
3. Ενδιαφερόμενοι δύνανται αναζητήσουν πληροφορίες μέσω καθοριζομένου σημείου επαφής (Point of Contact/ΠΟC, βλ. παρ. 9 αίτησης).
4. Παρακαλούμε για ενέργειές σας προς ενημέρωση Βιομηχανίας.

**ΛΑΜΠΡΙΔΗΣ**

Συν. Σελ: 14

**ΑΚΡΙΒΕΣ ΑΝΤΙΓΡΑΦΟ**  
Ο υπάλληλος της Μ.Α. ΝΑΤΟ  
Σταύρος Τσάκωνας  
ΕΠ&ΠΛ.Α'

**ΑΔΙΑΒΑΘΜΗΤΟ**

# **Market Survey for the Enterprise Personnel Management System (EPMS)**

**MS-115215- EPMS**

NCI Agency has issued a Market Survey to Nations and their Industry regarding the availability of Commercial-Off-The-Shelf (COTS) products to meet the requirements of an automated personnel and manpower management system for the NATO Command Structure, static and deployed, and for NATO Agencies.

**NCI Agency Senior Contracting Officer: Mr Graham Hindle**

E-mail: [Graham.Hindle@ncia.nato.int](mailto:Graham.Hindle@ncia.nato.int)

To: See Distribution List

Subject: **NCI Agency Market Survey Request – Enterprise Personnel Management System**

1. NCI Agency requests the assistance of the Nations and their Industry to identify potential COTS products available to meet the requirement for **Enterprise Personnel Management System** solution. This Market Survey is being issued to identify potential solutions and possible suppliers.
2. The broadest possible dissemination by Nations of this Market Survey Request to their qualified and interested industrial base is requested.
3. A summary of this emerging requirement is set forth in the Annex A attached hereto. Respondents are requested to reply via the questionnaire at Annex B. Other supporting information and documentation (technical data sheets, marketing brochures, catalogue price lists, descriptions of existing installations, etc.) are also desired.
4. The NCI Agency reference for this Market Survey Request is MS-115215- EPMS, and all correspondence and submissions concerning this matter should reference this number.
5. Responses may be issued to NCI Agency directly from Nations or from their Industry. Respondents are invited to carefully review the requirements in Annex A.



6. Responses shall in all cases include the name of the firm, telephone number, e-mail address, designated Point of Contact, and a NATO UNCLASSIFIED description of the capability available and its functionalities. This shall include any restrictions (e.g. export controls) for direct procurement of the various capabilities by NCI Agency. Non-binding product pricing information is also requested as called out in Annex B.
7. Please note that the Market Survey will be evaluated **ONLY** on the responses to questions in Annex B – Market Survey Questionnaire.
8. Responses are due back to NCI Agency no later than **close of business on 7 June 2021**
9. Please send all responses, via email, using MS-115215-EPMS in the title of the Email to following NCI Agency contact:

For Attention Of: Mr. Graham Hindle  
Senior Contracting Officer – DACQ/ASG  
Email: Graham.Hindle@ncia.nato.int

10. Product demonstrations or face-to-face briefings/meetings with industry are not foreseen during this initial stage. Respondents are requested to await further instructions after their submissions and are requested not to contact any NCI Agency staff directly other than the POC identified above in Para 9.
11. Any response to this request shall be provided on a voluntary basis. Negative responses shall not prejudice or cause the exclusion of companies from any future procurement that may arise from this Market Survey. Responses to this request, and any information provided within the context of this survey, including but not limited to pricing, quantities, capabilities, functionalities and requirements will be considered as indicative and informational only and will not be construed as binding on NATO for any future acquisition.
12. The NCI Agency is not liable for any expenses incurred by firms in conjunction with their responses to this Market Survey and this Survey shall not be regarded as a commitment of any kind concerning future procurement of the items described.
13. Your assistance in this Market Survey request is greatly appreciated.

For the Director of Acquisition

Graham Hindle  
Senior Contracting Officer

**Attachment:** Annex A – Summary of Requirements  
Annex B – Market Survey Questionnaire



## Distribution List for Market Survey EPMS

### NATO Delegations (Attn: Infrastructure Adviser):

Albania	1
Belgium	1
Bulgaria	1
Canada	1
Croatia	1
Czech Republic	1
Denmark	1
Estonia	1
France	1
Germany	1
Greece	1
Hungary	1
Iceland	1
Italy	1
Latvia	1
Lithuania	1
Luxembourg	
Montenegro	1
The Netherlands	
North Macedonia	1
Norway	1
Poland	1
Portugal	1
Romania	1
Slovakia	1
Slovenia	1
Spain	1
Turkey	1
United Kingdom	1
United States	1
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### Embassies in Brussels (Attn: Commercial Attaché):

Albania	1
Belgium	1
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Canada	1
Croatia	1
Czech Republic	1
Denmark	1



Estonia	1
France	1
Germany	1
Greece	1
Hungary	1
Iceland	1
Italy	1
Latvia	1
Lithuania	1
Luxembourg	
Montenegro	1
The Netherlands	
North Macedonia	1
Norway	1
Poland	1
Portugal	1
Romania	1
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Slovenia	1
Spain	1
Turkey	1
United Kingdom	1
United States	1
United States (electronic copy to brussels.office.box@mail.doc.gov)	1

**NCI Agency –Internal Distribution**

ACQ Director of Acquisition	1
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	1
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**All NCI Agency NATEX**

## **Annex A – SUMMARY OF REQUIREMENTS**

NCI Agency conducts this survey in order to identify available Commercial-Off-The-Shelf (COTS) products that fulfil the requirements, presented below, of an automated personnel and manpower management system for the NATO Command Structure, static and deployed, and for NATO Agencies.

At a strategic level, the EPMS will form the major part of the Personnel Functional Area Service (PERFAS), used to manage manpower and personnel within the NATO Peacetime Establishment (PE) and Crises Establishment (CE). Manpower and Personnel Information will be placed in EPMS, from where it can be made available for other systems to access through suitably defined interfaces.

Implementation of EPMS will enable the establishment of common procedures and data standard, would improve accuracy, relevance and timelines of information and reduce the workload. At a local level the use of EPMS will support day-to-day personnel management, support Manpower modelling, CE and Crises Response Operations (CRO) manpower and manning management, reduce analysis and reporting workloads and produce standard executive summaries and reports.

Moreover, EPMS will support:

- Combined Joint Task Force (CJTF) structures that can be deployed as a whole or as independent parts, according to the operational need
- Deployable Joint Task Force (DJTF) structures
- Provision of non-CE posts in a CE structure to cover personnel serving at deployed sites who are not part of the formal structure
- Recording all necessary prerequisites of a person in order to be deployed (e.g. medical preparation, weapons training, theatre training etc).

EPMS capability:

- Self-service
  - My leave
  - My competences
  - My related persons
  - My Availability
- People
  - Personnel management
  - Personnel calendar
  - Billets
- Organisation
  - Manage structure
  - Post management
  - Head hunter
  - Job Hunter
  - Approval Management

**ANNEX B**  
**Market Survey Questionnaire**

**Organisation Name:**

**Contact Name & Details and Position within organisation:**

**Notes**

- Please **DO NOT** alter the formatting. If you need additional space to complete your text then please use the 'Continuation Sheet' at the end of this Annex and reference the question to which the text relates to.
- Please feel free to make assumptions, *HOWEVER* you must list your assumptions in the spaces provided.
- Please **DO NOT** enter any company marketing or sales material as part of your answers within this market survey. But please submit such material as enclosures with the appropriate references within your replies. If you need additional space, please use a continuation sheet and clearly refer to the question being answered
- Please **DO** try and answer the relevant questions as comprehensively as possible.
  - All questions within this document should be answered in conjunction with the summary of requirements in Annex A.
  - All questions apply to Commercial or Government respondees as appropriate to their Commercial off the Shelf (COTS) or Government off the Shelf (GOTS) products.
- Cost details required in the questions refer to Rough Order of Magnitude (ROM) Procurement & Life Cycle cost, including all assumptions the estimate is based upon:

**General Questions**

- a. Do you have an, in service, currently deployed an automated personnel and manpower management system that currently meets the current EPMS requirements as detailed in Annex A;
- b. Provide details of where it is used and deployed and number of users;
- c. Is it deployed in the military environment, if so where? ;
- d. Is it currently operating in classified domain;
- e. If not how can it be adapted, to enable this;
- f. If adaptation is required, what is the adaptation schedule;
- g. How long has the system been in operation;
- h. What is the current in service support package;
- i. What is the current training available?

**Detailed Questions**

**1. COTS Solution**

Please indicate the requirements from Annex A that your proposed system/technology is compliant with (entirely or partially). For each of these, provide details how the requirement is fulfilled. Add as many lines as needed to the table below:

Req. no	Compliant (Partial/Full)	Details/Observations



Is your proposed system/technology currently in active service as a COTS solution? If so, where and what types of support does your organisation currently provide for such a capability?

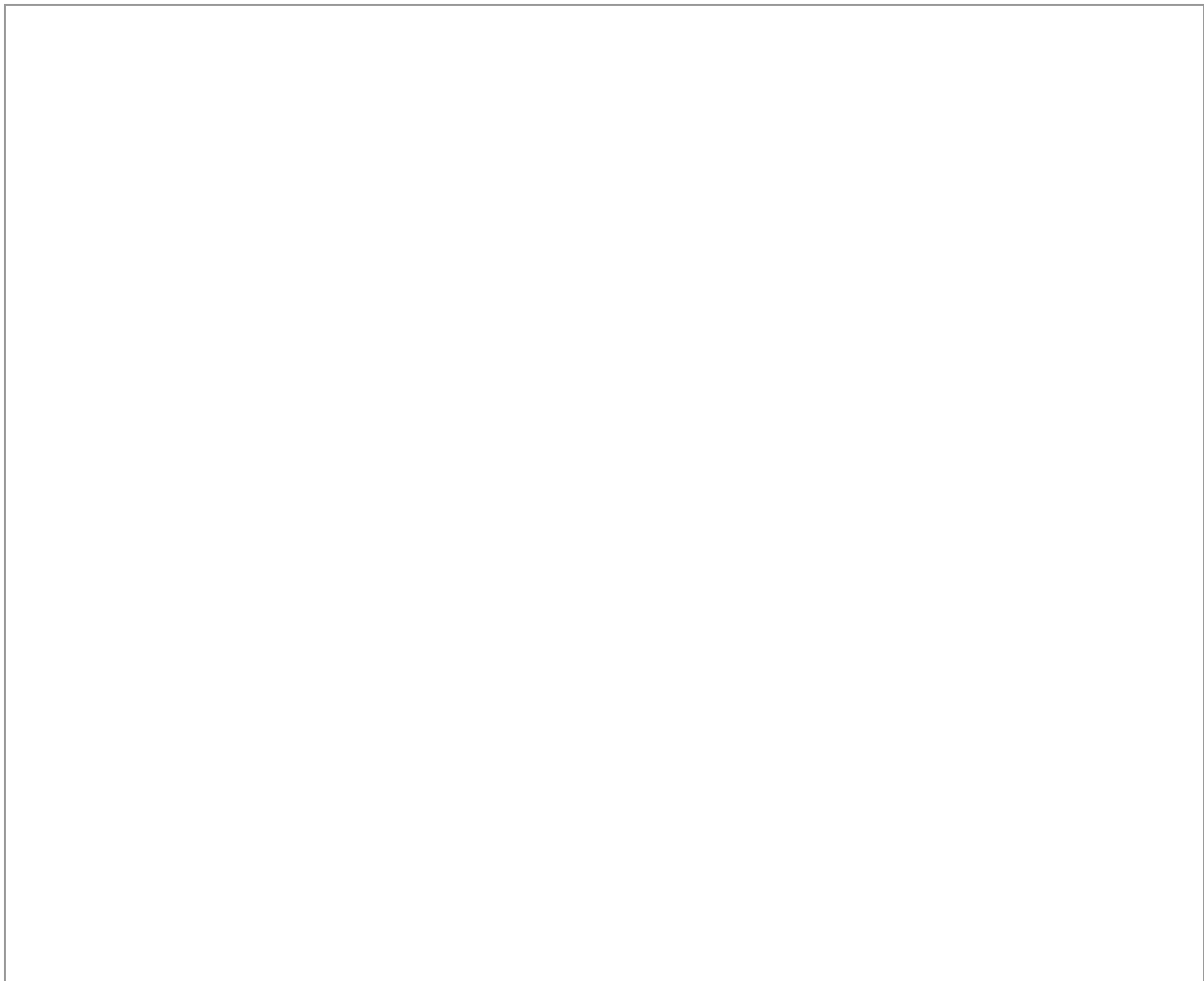
Please provide us license fees, support figures for your current COTS solution?

Please provide the following information regarding current and previous uses of your available COTS solution:

- i. Names of customers/users and contact details of their POC's.
- ii. UNCLASSIFIED details on the specific program your COTS solution supported.
- iii. Overview of any modifications to the COTS solution necessary to support these customers and the licensing terms applicable to modifications of the COTS product, stating also whether those will be assigned to the NCI Agency (Foreground/Background IPR).
- iv. Estimated cost to the purchaser for modifications.

Please provide us with any additional capabilities of your COTS solution that go above and beyond those included in Annex A. Also, include the following:

- A Rough Order of Magnitude (ROM) Procurement & Life Cycle costs including all assumptions the estimate is based upon,
- Advantages & disadvantages of your product/solution/organisation,
- Any other supporting information you may deem necessary including any assumptions relied upon.



**Commercial Aspects**

- i. Are there any restrictions on the use and deployment of the Automated Personnel Management System (EPMS) solution within: NATO ; NATO nations or NATO Deployed operations
- ii. Are any supplementary agreements or export control requirements i.e. TAA, OGL required

**2. Previous NATO or Equivalent National Defence Experience**

- a) Does your company have experience in achieving approval through the NATO Request for Change (RFC) or an equivalent national defence process? Please list applicable past projects.

- b) Does your company have experience in achieving approval through the NATO Request for Change (RFC) or an equivalent national defence process? Please list applicable past projects.

**3. System Components**

ID	Questions	Answer/Comments
SC.1	Does your system has any data warehousing capability? Please describe it briefly.	
SC.2	Does your system has air-gap replication capability? Please describe it briefly.	
SC.3	Does your system has type of replication capability? Please describe it briefly.	

<b>SC.4</b>	Does your system offers web API (RST, SOAP) endpoints to perform unattended operations? Please describe it briefly.	
<b>SC.5</b>	Does your system offers UI customization capabilities like: integrate third party functionality, customize user interface, and add dynamic fields to data. Please describe it briefly.	
<b>SC.6</b>	What other recognised protocols does your system use for interfacing with external systems?	
<b>SC.7</b>	What kind of Security and Authority model do you use? Please describe it briefly.	

The following questions will be answered by the Contractor to emphasize their system capabilities based on the information given in Annex A.

**4. COTS**

<b>ID</b>	<b>Questions</b>	<b>Answer/Comments</b>
<b>COTS.1</b>	Can your solution be virtualised? What virtual environment can be used?	
<b>COTS.2</b>	Is your solution hardware independent, i.e. can run on servers/workstations of different brands?	
<b>COTS.3</b>	Are there any specific hardware components necessary to run the software?	
<b>COTS.4</b>	What COTS components are necessary to run the described software?	
<b>COTS.5</b>	What operating systems are required to run the software?	

<b>COTS.6</b>	What core services (e.g. Active Directory) can the system use? Which of them are necessary for system's operation?	
<b>COTS.7</b>	What standard system monitoring and control tools can be used to manage the system (e.g. System Centre Configuration Manager - SCCM)?	

## 5. Security

The NATO AMIS will be deployed on NATO Secret (NS) and Mission Secret (MS) networks. Therefore, it must obtain the NATO security accreditation required for the approval to operate. This process involves demanding security and penetration tests conducted by NATO. The systems will have to operate with the restrictions of the NATO security settings applied both on servers and workstations. Systems that have been designed to work only on the internet generally cannot meet these security constraints without significant re-work.

### Questions-Security

<b>ID</b>	<b>Questions</b>	<b>Answer/Comments</b>
<b>SEC.1</b>	Do your personnel have NATO security clearance or a national equivalent?	
<b>SEC.2</b>	Was your system deployed in a NS environment or a national equivalent?	
<b>SEC.3</b>	Has the system received any security accreditation approval?	
<b>SEC.4</b>	What security precautions can be implemented within your system?	

**6. Product Life Cycle**

To minimise disruption and to maximise the re-use of existing components integration with the hardware and COTS elements already deployed in the NATO environment as described in Annex A Please address the following:

**Questions-Product Life Cycle**

ID	Questions	Answer/Comments
PLC.1	What level of resources will be required from NATO to support transition, please provide this information in the draft transition plan to be used for the transition from APMS to the proposed new system?	
PLC .2	The following test will be applied to ensure the quality criteria; User Acceptance Test (Scenario based testing, focused on validating the system as per user needs), what will be the scope and duration of this test? Any previous test reports with other customer is available?	
PLC.3	The security test will ensure the security criteria are met NATO Cyber Security Teams will conduct these tests, the Contractor shall be responsible to support the tests and take the remedial actions after the tests conductions. Any specific experience or test applied on the proposed system?	
PLC.4	Which documents will be provided with the system the following document set shall be considered as minimum; User Manual(s), Administrative Guidance(s) and Installation Manual(s)?	
PLC.5	Which training will be given to the Agency within the scope of the transition the following shall be considered as minimum:	

	System Administrative Training, User Training	
<b>PLC.6</b>	NATO expects that a software vendor is investing in the development of their product on a regular basis, so could you provide a road map for your product?	
<b>PLC.7</b>	Provide details of the Support Services available to NATO after go-live?	