

# IFIB-ACT-SACT-23-01 PART C



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 C)**

**CAPABILITY DEVELOPMENT MANAGEMENT SUPPORT (CDMS)**

**AMENDMENT #2**

# IFIB-ACT-SACT-23-01 PART C

## Table of Contents

BIDDING INSTRUCTIONS .....	6
1. General .....	6
2. Classification.....	6
3. Definitions .....	6
4. Eligibility .....	6
5. Duration of Contract .....	7
6. Exemption of Taxes .....	7
7. Amendment or Cancellation .....	7
8. Bidder Clarifications .....	8
9. Bid closing date.....	8
10. Bid Validity .....	8
11. Content of Proposal .....	8
12. Proposal Submission.....	9
13. Late Proposals .....	10
14. Bid Withdrawal .....	10
15. Bid Evaluation .....	10
16. Proposal Clarifications.....	11
17. Award .....	11
18. Communications .....	11
19. Points of Contact:.....	11
Enclosure 1: Proposal Content / Checklist .....	12
Enclosure 2: Compliance Statement .....	13
Enclosure 3: Past Performance Information Form.....	14
(Company is required to submit minimum of one.).....	14
Price Volume .....	18
STATEMENT OF WORK (SOW).....	24
1. Introduction.....	24
2. Type of Contract and Period of Performance .....	26
3. Level of Effort .....	27
4. Surge Capability .....	27
5. Place of Performance .....	27

## IFIB-ACT-SACT-23-01 PART C

6. Partial Bidding .....	28
7. Proof of Past Performance .....	28
8. Contractor Technical Evaluation / Contractor Supervision .....	28
9. Contract Reporting .....	29
10. Furnished Materials.....	29
11. Security .....	29
12. LABOR CATEGORIES: .....	31
LABOR CATEGORY 5: CYBERSPACE SENIOR ENGINEER.....	31
Best Value Criteria for LABOR CATEGORY 5: CYBERSPACE SENIOR ENGINEER.....	34
LABOR CATEGORY 8: CYBERSPACE OPERATIONS WARFARE DEVELOPMENT SENIOR ENGINEER .....	37
Best Value Criteria for Labour Category 8: CYBERSPACE WARFARE DEVELOPMENT SENIOR ENGINEER.....	41
LABOR CATEGORY 16: CONTRACTOR SUPPORT TO CBRN FS CAPABILITY DEVELOPMENT.....	45
Best Value Criteria for LC 16: CONTRACTOR SUPPORT TO CBRN FS CAPABILITY DEVELOPMENT .....	48
LABOR CATEGORY 17: CONTRACTOR SUPPORT TO PROGRAMMEE/PROJECT MANAGEMENT FOR CBRN FS CAPABILITY DEVELOPMENT .....	51
Best Value Criteria for LC 17: CONTRACTOR SUPPORT TO PROGRAMME/PROJECT MANAGEMENT FOR CBRN FS CAPABILITY DEVELOPMENT.....	54
LABOR CATEGORY 18: SENIOR CONTRACTOR SUPPORT TO REQUIREMENTS MANAGEMENT .....	57
Best Value Criteria for LABOR CATEGORY 18: SENIOR CONTRACTOR SUPPORT TO REQUIREMENTS MANAGEMENT.....	62
LABOR CATEGORY 19: SENIOR CONTRACTOR SUPPORT TO ARCHITECTURE DEVELOPMENT.....	68
Best Value Criteria for LABOR CATEGORY 19: SENIOR CONTRACTOR SUPPORT TO ARCHITECTURE DEVELOPMENT .....	72
LABOR CATEGORY 21: SENIOR CONTRACTOR SUPPORT TO ANALYSIS OF ALTERNATIVES.....	76
Best Value Criteria for LABOR CATEGORY 21: SENIOR CONTRACTOR SUPPORT TO ANALYSIS OF ALTERNATIVES.....	81
LABOR CATEGORY 23: CONTRACTOR SUPPORT TO QUALITY ASSURANCE.....	86
Best Value Criteria for LABOR CATEGORY 23: CONTRACTOR SUPPORT TO QUALITY ASSURANCE.....	90
LABOR CATEGORY 28: DATA ENGINEER .....	94

## IFIB-ACT-SACT-23-01 PART C

Best Value Criteria for LC 28: DATA ENGINEER .....	99
LABOR CATEGORY 29: Product Owner:.....	103
Best Value Criteria for LABOR CATEGORY 29: Product Owner .....	105
LABOR CATEGORY 37: CONTRACTOR SUPPORT TO NATO NUCLEAR COMMAND & CONTROL (NC2) CAPABILITY PROGRAMME DEVELOPMENT, IMPLEMENTATION AND MANAGEMENT .....	110
Best Value Criteria for LC 37: CONTRACTOR SUPPORT TO NATO NUCLEAR COMMAND & CONTROL (NC2) CAPABILITY PROGRAMME DEVELOPMENT, IMPLEMENTATION AND MANAGEMENT .....	113
LABOR CATEGORY 41: NSD-S HUB POC Transformational Analyst.....	116
Best Value Criteria for LABOR CATEGORY 41: NSD-S HUB POC Transformational Analyst .....	118
LABOR CATEGORY 42: RESPONSIBLE ARTIFICIAL INTELLIGENCE (RAI) CONTRACT SUPPORT .....	121
Best Value Criteria for LABOR CATEGORY 42: RESPONSIBLE ARTIFICIAL INTELLIGENCE (RAI) CONTRACT SUPPORT .....	123
LABOR CATEGORY 43: NEXT GEN PROGRAMME COORDINATOR SME .....	125
Best Value Criteria for LABOR CATEGORY 43: NEXT GEN PROGRAMME COORDINATOR SME .....	129
LABOR CATEGORY 44: ETEE FUNCTIONAL SERVICES CAPABILITY PROGRAMME CONTRACTOR SUPPORT .....	132
Best Value Criteria for LABOR CATEGORY 44: ETEE FUNCTIONAL SERVICES CAPABILITY PROGRAMME CONTRACTOR SUPPORT .....	136
LABOR CATEGORY 45: CLIMATE CHANGE POLICY ANALYST .....	140
Best Value Criteria for LABOR CATEGORY 45: CLIMATE CHAGE POLICY ANALYST.....	143
LABOR CATEGORY 46: CYBERSPACE CONCEPT VALIDATION & EXPERIMENTATION OFFICER.....	146
Best Value Criteria for LABOR CATEGORY 46: CYBERSPACE CONCEPT VALIDATION & EXPERIMENTATION OFFICER.....	149
LABOR CATEGORY 47: CYBERSPACE PRINCIPAL ARCHITECT .....	152
Best Value Criteria for LABOR CATEGORY 47: Cyberspace Principal Architect .....	155
LABOR CATEGORY 48: CYBERSPACE SENIOR SYSTEMS ARCHITECT .....	158
Best Value Criteria for LABOR CATEGORY 48: Cyberspace Senior Systems Architect .....	161
LABOR CATEGORY 49: CONTRACTOR SUPPORT TO BUSINESS DATA ANALYSIS ..	164
Best Value Criteria for LABOR CATEGORY 49: Contractor Support to Business Data Analysis.....	167

## IFIB-ACT-SACT-23-01 PART C

LABOR CATEGORY 50: CONTRACTOR SUPPORT TO DATABASE ADMINISTRATION .....	171
Best Value Criteria for LABOR CATEGORY 50: Contractor Support to Database Administration .....	173
LABOR CATEGORY 51: CONTRACTOR SUPPORT TO SYSTEM ADMINISTRATION...	178
Best Value Criteria for LABOR CATEGORY 51: Contractor Support to System Administration .....	180
LABOR CATEGORY 52: CONTRACTOR SUPPORT TO BUSINESS PROCESS ANALYSIS AND BUSINESS PLANNING.....	184
Best Value Criteria for LABOR CATEGORY 52: Contractor Support to Business Process Analysis And Business Planning .....	187
LABOR CATEGORY 53: CONTRACTOR SUPPORT TO PORTFOLIO RISK MANAGEMENT .....	192
Best Value Criteria for LABOR CATEGORY 53: Contractor Support to Portfolio Risk Management .....	195

## 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 PART C

- (c) Working in the required field of study and legally authorised to operate in the country and countries in which this contract is to be performed, at the time of bidding. Please refer to our Terms and Conditions paragraph 23 "Authorization to Perform." Has performed the desired past performance including size, cost and scope, as described in this IFIB.
- (d) **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: **22 May 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 Labour 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.

## IFIB-ACT-SACT-23-01 PART C

- (b) HQ SACT reserves the right to cancel, at any time, this IFIB either partially or in its entirety. No legal liability on the part of HQ SACT shall be considered for recovery of costs in connection to bid preparation. All efforts undertaken by any bidder shall be done considering and accepting, that no costs shall be recovered from HQ SACT. If this IFIB is cancelled, any/all received bids shall be returned unopened, per the bidder's request.

### 8. Bidder Clarifications

- (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 **24 March 2023**.
- (b) In lieu of a bidder's conference, HQ SACT invites bidders to submit technical and contractual questions not later than **24 March 2023**.
- (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 **3 May 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



## IFIB-ACT-SACT-23-01 PART C

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 E-mailed PDF documents shall be received no later than **3 May 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\_C\_Tech\_ABC Inc. / IFIB -ACT-SACT-23-01\_Part\_C\_Price\_ABC Inc.). **Allow sufficient time in sending 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.

## IFIB-ACT-SACT-23-01 PART C

### 13. Late Proposals

- (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. The overall proposed hourly rates and the total hours indicated in the solicitation will be the basis of the Price Evaluation.
  - 5. Technical clarifications as determined may be conducted.

## IFIB-ACT-SACT-23-01 PART C

### 6. Acceptance of HQ SACT General Terms and Conditions.

#### 16. Proposal Clarifications

- (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)

## 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 C)

It is hereby stated that our company has read and understands all documentation issued as part of IFIB-ACT-SACT-23-01 (PART C). Our company proposal submitted in response to the referenced solicitation is fully compliant with the provisions of IFIB-ACT-SACT-23-01 (PART C) 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 Labour Category (i.e. if three candidates are identified in one Labour Category, then the company shall submit no more than three candidates for that Labour Category.)**

**SUBJECT: IFIB-ACT-SACT-23-01 (PART C)**

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 C) 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 C) and the “**Insert : Company Name** Technical proposal”, submitted in accordance with solicitation provisions.

LABOR Category (LC) (Location) ESTIMATED START DATE 202X	BASE PERIOD: 22 May – 31 Dec 2023 (1200 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 Part C**

	<b>*Start date is specified within each category.</b>					
LABOR CATEGORY 5: CYBERSPACE SENIOR ENGINEER - Location: (Norfolk, VA, USA)(On-Site) ( ONE CANDIDATE)	<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: \$	\$
LABOR CATEGORY 8: CYBERSPACE OPERATIONS WARFARE DEVELOPMENT SENIOR ENGINEER - Location: (Norfolk, VA, USA)(On-Site) (ONE CANDIDATE)	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 DEVELOPMENT)(On-Site)Location: Norfolk, VA, USA (ONE CANDIDATE)	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 17 – CONTRACTOR SUPPORT TO PROGRAMME/PROJECT MANAGEMENT FOR CBRN FS CAPABILITY DEVELOPMENT Location: Norfolk, VA, USA (ONE CANDIDATE)	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 18: SENIOR CONTRACTOR SUPPORT TO REQUIREMENTS MANAGEMENT (NORFOLK, VA, USA) (ONE CANDIDATE)	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 19: SENIOR CONTRACTOR SUPPORT TO ARCHITECTURE DEVELOPMENT (NORFOLK, VA, USA)(ON-SITE) (FOUR CANDIDATES)	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$  Candidate # 2: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$  Candidate # 2: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$  Candidate # 2: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$  Candidate # 2: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 1: (Name) HRLY RATE: \$  TOTAL COST: \$  Candidate # 2: (Name) HRLY RATE: \$  TOTAL COST: \$	\$



IFIB-ACT-SACT-23-01 Part C

	Candidate # 3: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 3: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 3: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 3: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 3: (Name) HRLY RATE: \$  TOTAL COST: \$	
	Candidate # 4: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 4: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 4: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 4: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 4: (Name) HRLY RATE: \$  TOTAL COST: \$	
LABOR CATEGORY 21 – SENIOR CONTRACTOR SUPPORT TO ANALYSIS OF ALTERNATIVES (Norfolk, VA, USA)(On-Site) (ONE CANDIDATE)	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 23 – CONTRACTOR SUPPORT TO QUALITY ASSURANCE)(On-Site)Location: Norfolk, VA, USA (ONE CANDIDATE)	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 28: DATA ENGINEER (NORFOLK, VA, USA)(ON-SITE) (ONE CANDIDATE) 1 <b>Sept 23 start Date</b>	Candidate # 1: ( <b>600 hrs</b> ) (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:- Location: Norfolk, VA, USA (On-site at Innovation HUB) (THREE CANDIDATES)	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: \$	\$
	Candidate # 2: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 2: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 2: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 2: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 2: (Name) HRLY RATE: \$  TOTAL COST: \$	
	Candidate # 3: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 3: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 3: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 3: (Name) HRLY RATE: \$  TOTAL COST: \$	Candidate # 3: (Name) HRLY RATE: \$  TOTAL COST: \$	
LABOR CATEGORY 37 CONTRACTOR SUPPORT	Candidate # 1: (Name)	Candidate # 1: (Name)	Candidate # 1: (Name)	Candidate # 1: (Name)	Candidate # 1: (Name)	\$

IFIB-ACT-SACT-23-01 Part C

TO NATO NUCLEAR COMMAND & CONTROL (NC2) CAPABILITY PROGRAMME DEVELOPMENT, IMPLEMENTATION AND MANAGEMENT (MONS, BELGIUM) ONE CONTRACTOR)	HRLY RATE: \$  TOTAL COST: \$	HRLY RATE: \$  TOTAL COST: \$	HRLY RATE: \$  TOTAL COST: \$	HRLY RATE: \$  TOTAL COST: \$	HRLY RATE: \$  TOTAL COST: \$	
LABOR CATEGORY 41 – NSD-S HUB POC ANALYST JFC-NP (NAPLES, ITALY)(ON-SITE) (ONE CANDIDATE)	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 42 – RESPONSIBLE ARTIFICIAL INTELLIGENCE (RAI) CONTRACT SUPPORT (Norfolk, VA, USA)(On-Site) (ONE CANDIDATE)	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 43 - NEXT GEN PROGRAMME COORDINATOR SME (Norfolk, VA, USA)(On-Site) (ONE CANDIDATE)	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 44: ETEE FUNCTIONAL SERVICES CAPABILITY PROGRAMME CONTRACTOR SUPPORT (Norfolk, VA, USA)(On-Site) (ONE CANDIDATE) <b>1 Jul 23 Start Date</b>	Candidate # 1: ( <b>900 Hrs</b> ) (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 45: CLIMATE CHAGE POLICY ANALYST (Norfolk, VA, USA)(On-Site) (ONE CANDIDATE)	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 46: CYBERSPACE CONCEPT VALIDATION & EXPERIMENTATION OFFICER (Norfolk, VA, USA)(On-Site) (ONE CANDIDATE)	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 Part C

LABOR CATEGORY 47: CYBERSPACE PRINCIPAL ARCHITECT (Norfolk, VA, USA)(On-Site) (ONE CANDIDATE)	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 48: CYBERSPACE SENIOR SYSTEMS ARCHITECT (Norfolk, VA, USA)(On-Site) (ONE CANDIDATE)	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 49: CONTRACTOR SUPPORT TO BUSINESS DATA ANALYSIS (Norfolk, VA, USA)(On-Site) (ONE CANDIDATE)	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 50: CONTRACTOR SUPPORT TO DATABASE ADMINISTRATION (Norfolk, VA, USA)(On-Site) (ONE CANDIDATE)	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 51: CONTRACTOR SUPPORT TO SYSTEM ADMINISTRATION (Norfolk, VA, USA)(On-Site) (ONE CANDIDATE)	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 52: CONTRACTOR SUPPORT TO BUSINESS PROCESS ANALYSIS AND BUSINESS PLANNING (Norfolk, VA, USA)(On-Site) (ONE CANDIDATE)	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 53: CONTRACTOR SUPPORT TO PORTFOLIO RISK MANAGEMENT (Norfolk, VA, USA)(On-Site) (ONE CANDIDATE)	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 Part C

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 C)

#### 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.

**Joint Force Development (JFD)** is responsible for the direction and coordination of education and individual training (E&IT) and the management of warfare development activities within collective training and exercises (CT&E). Responsibilities include:

- Direction and coordination of E&IT within ACT and ACO and in support of NATO HQ,
- Management of warfare development activities within CT&E supporting SACEUR and NATO HQ,
- Acting as the principal advisor to SACT on all subjects related to NATO Education, Training, Exercises and Evaluations (ETEE),
- Coordination of Partner and non-NATO E&IT,
- Development and maintenance of concepts and doctrines related to NATO E&IT,
- Integration of concepts and doctrine into E&T,
- Maintaining relationships with NATO and other Education and Training Facilities ((N)ETFs), Centres of Excellence (COEs) and Partner Training and Education Centres (PTECs),
- Monitoring technological trends in NATO E&T with regard to transformational relevance, and Initiating transformational activities based on E&T analysis.

## 2. Type of Contract and Period of Performance

### 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.

### Period of Performance

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

**Base Period: 22 May 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

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

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 Labour Category within the Statement of Work (SOW).



## **6. Partial Bidding**

Partial bidding is allowed per individual Labour Category. Bidders shall only submit the number of candidates requested within each Labour Category (i.e. if three candidates are identified in one Labour Category, then the company shall submit no more than three candidates for that Labour 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 Labour 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/semi-permanent 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 labour categories for equipment requirements.

## **11. Security**

### **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.

#### 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.

#### 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.

#### 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 Labour Category (i.e. if three candidates are identified in one Labour Category, then the company shall submit no more than three candidates for that Labour Category.)**

**LC 1-4 referenced in IFIB-ACT-SACT-23-01 PART A**

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

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

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 22 May 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.

## 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 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 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>		



<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>		

**LC 6-7 referenced in IFIB-ACT-SACT-23-01 PART A**

**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: 22 May 2023 – 1 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 Labour 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; color: red;">Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</p> <p style="text-align: center; color: red;">ANY SCORE OF ZERO IS NONCOMPLIANT</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>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 &gt; 1 years: 20 Points &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 3 -5 years: 5 Points 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 &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 1- 3 years: 1 Points &gt; 3 years: 5 Points</p>		

**LC 9-15 referenced in IFIB-ACT-SACT-23-01 PART A**

## **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: 22 May 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>		

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's or Military College degree: 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: 15		
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. Background in operational military, especially in the CBRN domain, at tactical and/or joint level.	No military background: 5 Background in operational military:10 Background in operational military, AND in the CBRN domain, at tactical and/or joint level: 20		
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		
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: 0 Points > 2 years: 10 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: 22 May 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 (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 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: 20 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: 20 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: 20 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>		

<p>6. Background in operational military, especially in the CBRN domain, at tactical and/or joint level.</p>	<p>No military background: 5</p> <p>Background in operational military:10</p> <p>Background in operational military, AND in the CBRN domain, at tactical and/or joint level: 15</p>		
--	---	--	--

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

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

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 22 May 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. 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/or PRINCE2, PMP and/or 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.
-

## 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 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>Range</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 style="text-align: center;">PLEASE ENSURE TOTAL PTS EQUAL 100</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>1. University Degree, preferably in engineering, operations research or information systems, or, as an alternative, management, accounting, economics, finance, business administration, public administration, project management or related disciplines.</p>	<p><b>0 Points</b> for no university degree and less than three 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 procurement alternatives and risk management.</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>3. Demonstrable recent (i.e. in the last 10 years) 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. 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 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/or PRINCE2, PMP and/or PgMP.</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 and/or PRINCE 2 Certification</p> <p><b>9-10 Points</b> for at least 5 years of demonstrable experience and PMP and/or 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,</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>MCDAs, experimentation, wargaming and simulation.</p>			
<p>9. 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>1-2 Points</b> No certification with at least 3 years of experience OR certification with less than 3 years experience</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: 22 May 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.

**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 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>		

<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. 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).</p>	<p><b>0 Points</b> for no university degree and less than three 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 procurement alternatives, and risk management.</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>3. Demonstrable recent (i.e. in the last 10 years) experience in developing architecture in accordance with formal configuration and change management processes. In</p>	<p><b>1-7 Points</b> for 3-5 years</p> <p><b>8-14 Points</b> for 6-9 years</p>		

<p>particular, participation in change configuration boards, development of engineering change impact analysis, and version control of baselines.</p>	<p><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</p> <p><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 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><b>1-5 Points</b> for at least 5 years and no certification OR certification and at least 3 years of demonstrable experience</p> <p><b>3 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,</p>	<p><b>1-3 Points</b> for 1-3 years</p> <p><b>4 Points</b> for 3+</p>		



MCDAs, experimentation, wargaming and simulation.			
7. Program and Project Management related certifications such as MSP and PRINCE2, or, preferably, PMP and PgMP.	<b>2 Points</b> if at least one		
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.	<b>1-5 Points</b> No certification with at least 3 years of experience OR certification with less than 3 years experience  <b>6-9 Points</b> for certification and at least 6 years of experience  <b>10-14 Points</b> for certification and at least 6 years of experience  <b>15 Points</b> for certification and more than 3 years of experience		

**LC 20 referenced in IFIB-ACT-SACT-23-01 PART B**

**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: 22 May 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.

## 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 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>		

<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>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>
--	--	---	--

	<b>ANY SCORE OF ZERO IS NONCOMPLIANT</b>		
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.	<b>Yes - 10 Points</b> <b>No - 1 Points</b>		
2. Experience in designing, leading and facilitating workshops involving technical and non-technical stakeholders and across multiple levels of seniority.	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>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></p> <p>5+ years, multiple organizational contexts - <b>6-12 Points</b></p> <p>5+ years - <b>5-9 Points</b></p> <p>3+ years - <b>3-7 Points</b></p> <p>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>		
<p>8. Experience of project scheduling</p>	<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>		
<p>9. Experience, in the last 10 years, of working in a strategic or operational military, strategic, political or international environment</p>	<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>		

**LC 22 referenced in IFIB-ACT-SACT-23-01 PART A**

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

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

**Number of Candidates:** One Candidates

**Period of Performance:** Base Period: 22 May 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.

## 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 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>		

<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>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>
--	--	---	--



	<b>ANY SCORE OF ZERO IS NONCOMPLIANT</b>		
1. A University Degree in engineering, management, information systems, accounting, economics, finance, business administration, public administration, operations research, project management or related disciplines.	Yes (20 Points) Relevant Associate's Degree or equivalent (5 Points) No (1 Point)		
2. CQI-IRCA Quality certification or direct equivalent.	Yes - 10 Points No - 1 Points		
3. Five Years' recent (i.e. in the last 10 years) experience in the application of requirements quality management to acquisition processes	5 years+ (10 Points) 4 years (4 Points) 3 years (3 Points) 2 years (2 Points)		

	Less than 2 years (1 Point)		
4. Demonstrable recent (i.e. in the last 10 years) experience in procurement programs in the defense sector.	5 years+ (5 Points) 4 years (4 Points) 3 years (3 Points) 2 years (2 Points) Less than 2 years (1 Point)		
5. Demonstrable recent (i.e. in the last 10 years) experience in managing requirements in accordance with formal configuration and change management processes	10 years+ (15 Points) 5 years+ (10 Points) 4 years (4 Points) 3 years (3 Points) 2 years (2 Points) Less than 2 years (1 Point)		
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.	Yes (5 Points) No (1 Points)		

<p>7. Demonstrable recent (i.e. in the last 10 years) experience working in direct support of quality processes that were formally certified in accordance with the ISO 9001 standard.</p>	<p>10 years+ (15 Points)  5 years (10 Points)  4 years (4 Points)  3 years (3 Points)  2 years (2 Points)  Less than 2 years (1 Point)</p>		
<p>8. Demonstrable recent (i.e. in the last 10 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>5 years+ (10 Points)  4 years (4 Points)  3 years (3 Points)  2 years (2 Points)  Less than 2 years (1 Point)</p>		
<p>9. Demonstrable proficiency in effective oral and written communication, including briefing and coordinating with international stakeholders.</p>	<p>Yes (10 Points)  No (1 Points)</p>		

**LC 24-27 referenced in IFIB-ACT-SACT-23-01 PART A**

**LABOR CATEGORY 28: DATA ENGINEER**

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

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 1 September 2023 – 31 December 2023 (**600 hours base year**), 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.

## 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 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 <b>70 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 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 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>		

	<b>ANY SCORE OF ZERO IS NONCOMPLIANT</b>		
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.	Yes - 15 Points No - 1 Point		
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+ years - 25 Points 2 years - 15 Points Less than 2 years - 1 Point		
3. Proficient in at least one data manipulation language such as Python, Scala, R, etc.	Yes - 15 Points No - 1 Point		

<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 Warehouse schemas – such as Star or Snowflake.</p>	<p>Yes, 2 or more schemas - 20 Points Yes, at least 1 schema - 10 Points No - 5 Points</p>		
<p>6. Ability to work with large datasets is required.</p>	<p>Yes - 10 Points No - 1 Point</p>		

## **LABOR CATEGORY 29: Product Owner:**

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

**Number of Candidates:** Three Candidates

**Period of Performance:** Base Period: 22 May 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

## 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 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>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>
--	--	---	--

	<b>ANY SCORE OF ZERO IS NONCOMPLIANT</b>		
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		
---	----------------------------------	--	--

**LC 30-36 referenced in IFIB-ACT-SACT-23-01 PART A & B**

## **LABOR CATEGORY 37: CONTRACTOR SUPPORT TO NATO NUCLEAR COMMAND & CONTROL (NC2) CAPABILITY PROGRAMME DEVELOPMENT, IMPLEMENTATION AND MANAGEMENT**

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

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 22 March 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:**

Nuclear Consultation, Command & Control (NC3) capability development is aimed at addressing current and future NC3 needs. ACT, in coordination with SHAPE, will lead the NC3 Modernization via the NATO Common Funded Capability Delivery Governance Model (CFCDGM). The next major steps in the process is the development of the Operational Requirements Statement (ORS) and Capability Program Plan (CPP). The NC3 capability development programme also includes managing the ongoing legacy NC2 modernisation projects. The legacy NC2 modernisation projects will provide robust, secure, agile and survivable C2 systems, services and C2-related static and deployable infrastructure for the NATO Command Structure, at strategic, operational and tactical level. The required contractual assistance will support the ongoing legacy NC2 modernisation projects.

The current NC2 Programme constitutes the first increment for modernization and innovation of NC2 capabilities, providing enhanced Information Services for planning, targeting and reporting, addressing selected DOTMLPFI aspects of high priority to advance effectiveness, responsiveness, survivability and sustainability of NATO's NC2 capabilities and to strengthen coherence between nuclear and non-nuclear exercises and operations in support of NATO's core missions. The programme will be reviewed and adapted in a dynamic fashion to address emerging operational requirements, articulated by the Capability Requirements Authority.

ACT will be responsible for tasks such as programme development across the DOTMLPFI spectrum in accordance with the defined requirements, programme and project management throughout the full capability life cycle in accordance with the NATO capability delivery processes and will support the elicitation of NC3 requirements to address emerging challenges in the dynamic operational environment for the NATO nuclear deterrence mission.

The scope of work for the development, implementation and management of the NC2 capability programme will include requirement elicitation in collaboration with stakeholders, the full spectrum of programme and project management as stipulated in the NATO governance model for delivery of common funded capabilities, support to architecture development, a holistic lifecycle management, capability acceptance and the management of ongoing capability development efforts, for instance NC2 related Capability Packages.

The outputs include the delivery of programme management products in accordance with the NATO governance model for the delivery of common funded capabilities, programme management plans, products to address information requirements at the senior and governance levels, plans to enhance NATO NC2 capabilities in an incremental approach, based on the results of elicited requirements and coordination with the broad array of NC2 stakeholders in the NATO Command Structure and at NATO HQ.

### **Tasking:**

1. Provision of capacity and expertise in support of the development of Nuclear Command & Control (NC2) capability programme management 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 lines of development in a through life cycle approach, based on the guidance of the ACT NC3 Capability Programme Director (PD) and Programme Coordinators (PC);
2. Support the ACT NC3 Capability Programme Director (PD) and Programme Coordinators in their programme management efforts, including the interaction with NC2 stakeholders at all levels, from strategic to tactical;
3. Support the interaction with NATO Agencies in context of the NC2 projects' implementation and validation of capabilities;
- 4.
5. Provision of methodological and analytical expertise to the NC2 Projects Team in support of the development and adaptation of the NC2 architecture, including communication infrastructure, networks, services and applications;

6. Provision of analytical expertise and advice to support the assessment of potential solution spaces to address operational requirements;
7. Support NC2 project Information Management in accordance with NC3 PD and PC guidance;
8. Performs additional tasks, as required by the COTR, related to the labour category

**Essential Qualifications:**

1. A University/ Bachelor's degree;
2. Three years of 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 fifteen in the field of capability development processes related to national/NATO military command and control at the development and/or acquisition phases;
4. Experience with the NATO/Allied Command Transformation procedural environment for capability development;
5. Background in the field of NATO nuclear deterrence policies and/or command & control of NATO nuclear operations.

**ANNEX B**  
**Requirements 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 37: CONTRACTOR SUPPORT TO NATO NUCLEAR COMMAND & CONTROL (NC2) CAPABILITY PROGRAMME DEVELOPMENT, IMPLEMENTATION AND MANAGEMENT**

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> 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>	<b>Page, Paragraph and Line Number</b> referencing where candidates meet the criteria and how.	<b>Score (100 pts possible)</b>
<b>PLEASE ENSURE TOTAL PTS EQUAL 100</b>			
1. University/ Bachelor's degree.	Yes - 10 Points No - 0 Points		
2. 3 years of Programme/Project Management experience in the past 10 years within a complex and dynamic	Less than 1 year - 5 Points 1-3 years - 15 Points 3+ years - 25 points		

environment, with a focus on military capability development.			
3. 5 years in the last 15 in the field of capability development processes related to national/NATO military command and control at the development and/or acquisition phases.	Less than 1 year - 5 Points 1-5 years – 15 Points 5+ years - 25 points		
7. Experience with the NATO/Allied Command Transformation procedural environment for capability development.	Yes - 20 Points No - 1 Points		
8. Background in the field of NATO nuclear deterrence policies and/or command & control of NATO nuclear operations.	Yes - 20 Points No - 1 Points		



**LC 38-40 referenced in IFIB-ACT-SACT-23-01 PART A & B**

**LABOR CATEGORY 41: NSD-S HUB POC Transformational Analyst**

**Location:** at JFC NP in Naples, Italy

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 22 May 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:**

HQ SACT is seeking contract support for **NSD-S HUB Transformational Analyst** position. The NSD-S HUB post is to make the connection between HQ SACT and NSD-S HUB for mutual benefits. Key areas of work include increasing ACT's understanding of the regional dynamics of North Africa, the Middle East, the Sahel, Sub-Saharan and adjacent areas. Incumbent work includes reporting and providing information of new developments regarding strategic level in that area as well as promoting HQ SACT inputs and supporting the development of regional approaches. The Contractor shall perform under the direction of the COTR.

**Tasking:**

1. Acting as liaison point with NSD-S HUB and ACT SPP STRTPLP.
2. Developing and maintaining the NSD-S database.

3. Interact with ACT Directorates and Branches to exchange information and knowledge, regarding HUB functions supporting: policy, ETEE and capability development providing respectively understanding of the South security environment, activities and engagements.
4. Update ACT on HUB deliverables related to its responsibilities.
5. Utilize, exploit and manage ACT products to support HUB activities and deliverables.
6. Engage with NSD-S Hub stakeholders providing ACT point of view.
7. Support analyst to preserve ACT's direct relationships with the HUB.
8. Support Hub utilization of ACT and NATO Experimentation, Doctrine and Concept development, and Operational Analysis.
9. Ensure the Hub has full access to ACT online products.
10. Support analyst in requesting projects/studies from NSD-S HUB via Knowledge Production Plan (KPP) on behalf of ACT
11. Utilize, exploit and manage ACT products to support HUB activities and deliverables within the topics of, but not limited to: counter terrorism, counter piracy, human trafficking, children and armed conflict, human security, climate change or any civil-military interaction study related to Middle East and/or Africa
- 12.

**Essential Qualifications:**

1. University degree or similar national academic qualification is required in political science, international studies, security studies, military science, and operations research or equivalent/related fields linked to NSD-S HUB Transformational Analyst as described above.
2. Demonstrates experience within the topics of, but not limited to: counter terrorism, counter piracy, human trafficking, children and armed conflict, human security, climate change or any civil-military interaction study related to Middle East and/or Africa
3. Demonstrated strategic experience in the area of international relations and security studies.

4. Minimum of two (2) years within the last ten (10) years' of experience in plans/policy making or strategic analysis
5. Minimum of two (2) years within the last ten (10) years' of experience, in an international organization, non-governmental / governmental organization, at strategic level.
6. Demonstrated fluency in French and/or Arabic.

## **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 41: NSD-S HUB POC Transformational Analyst**

Company Name:

Proposed Candidate Name:

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

	Item	Compliant	Non-Compliant
1	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		
2			
3	Active NATO or National SECRET (or higher) security clearance		
4	Valid NATO Nation passport with no travel restrictions to NATO nations		
5	Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
6	Minimum of <b>60 Points</b> in the Subject Matter Expert Criteria		
7	<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

Serial	Criteria	Range 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'	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)

		<p><b>experience.</b>  <b>Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification. ANY SCORE OF ZERO IS NONCOMPLIANT</b></p>		
1	University degree or similar national academic qualification is required in political science, international studies, security studies, military science, and operations research or equivalent/related fields linked to NSD-S HUB Transformational Analyst as described above.	<p>University Degree: 10  Masters degree: 15  PhD: 20</p>		
2	Demonstrable experience within the topics of, but not limited to: counter terrorism, counter piracy, human trafficking, children and armed conflict, human security, climate change or any civil-military interaction study related to Middle East and/or Africa	<p>Less than 2 years: 1  2 to 3 years: 5  3 to 4 years: 8  4 years and above: 10</p>		
3	Demonstrable strategic experience in the area of international relations and security studies.	<p>Less than 2 years: 1  2 to 3 years: 10  3 to 4 years: 15  4 years and above: 20</p>		
4	Minimum of two (2) years within the last ten (10) years' of experience in plans/policy making or strategic analysis	<p>Less than 2 years: 0  2 to 3 years: 5  3 to 4 years: 10  4 to 5 years: 15  Above 5 years: 20</p>		
5	Minimum of two (2) years within the last ten (10) years' of experience, in an international organization, non-governmental / governmental organization, at strategic level.	<p>Less than 2 years: 1  2 to 3 years: 5  3 to 4 years: 10</p>		

		4 to 5 years:15 Above 5 years: 20		
6	Demonstrated fluency in French and/or Arabic at the SLP 3333 Level, or equivalent. <b>*a zero in this category does not constitute non-compliance*</b>	No fluency: 0 Fluency in French: 5 Fluency in Arabic: 5 Fluency in Both: 10		

**LABOR CATEGORY 42: RESPONSIBLE ARTIFICIAL INTELLIGENCE (RAI) CONTRACT SUPPORT**

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

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 22 May 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:**

HQ SACT is seeking contract support for the development of a Responsible Artificial Intelligence (AI) certification standard (RAICS) under the guidance of NATO's Data and AI Review Board (DARB). The DARB is co-chaired by the Assistant Secretary General for Emerging Security Challenges (ESC) and SACT. The Data and AI Policy unit of the IS-ESC Division provides the secretariat to the Board. Under the direction of CNDV, the Contractor will provide technical support to facilitate the work of a dedicated Subgroup of the DARB that has been tasked to develop the RAICS by the end of 2023. He will report directly to the Contract Technical Representative (COTR) of HQ SACT-SPP/CNDV, and indirectly to IS-ESC/DAIP.

### **Taskings:**

1. Propose and help establish a process for the development of NATO's RAICS.
2. Participate in DARB's Subgroup meetings, virtually or in person, as appropriate.
3. Help advance the DARB's Subgroup work by contributing knowledge and expertise in areas related to responsible AI standards, certification and assessment processes.
4. Support ACT and IS-ESC/DAIP with preparing inputs for the Subgroup's meetings.
5. Contribute to the creation of interim and final deliverables, including but not limited to the RAICS.
6. Help engage with external stakeholders – in particular industry and civil society.
7. Update ACT and IS-ESC/DAIP regularly on the progress of their work.

### **Essential Qualifications**

1. University degree or similar national academic qualification is required in areas including data science, information technology, political science or law.
2. Ability to understand the legal, ethical, organisation and technological implications and externalities of Artificial Intelligence, and translate them into actions and policies.
3. Ability to work independently, proactively, and resourcefully on several tasks at one time with minimum supervision.
4. Ability to facilitate meetings at working level and at executive level.
5. Ability to communicate effectively at senior (executive) level – including excellent presentation skills.
6. Working knowledge of word-processing, spreadsheet, and presentations software.
7. Foreign Language proficiency, particularly French is desirable.
8. Fluent in English (written and oral).
9. Ability to work outside of normal working hours.
10. Valid NATO SECRET-level security clearance or active SECRET security clearance issued by a national authority would be an asset.

## 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 42: RESPONSIBLE ARTIFICIAL INTELLIGENCE (RAI) CONTRACT SUPPORT**

Company Name:

Proposed Candidate Name:

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

	Item	Compliant	Non-Compliant
1	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		



2	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		
3	Valid NATO Nation passport with no travel restrictions to NATO nations		
4	Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
5	Minimum of 60 Points in the Subject Matter Expert Criteria		
	<b>Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)</b>		

Serial	Criteria	Range 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. ANY SCORE OF ZERO IS NONCOMPLIANT</b>	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1	Demonstrated experience with planning and organising the work of multi-stakeholder groups, and with moderating discussions and helping reach consensus. Ability to communicate effectively at senior (executive) level	Less than 2 years: 0 2 to 3 years: 10 3 to 4 years: 15 4 years and above: 25		
2	Experience with developing or implementing standards, risk assessment frameworks, certification processes or other toolkits for responsible/ethical AI	Less than 2 years: 0 2 to 3 years: 5 3 to 4 years: 10		

		4 years and above: 20		
3	Experience with operationalising principles of responsible use of AI and data in a(n) (international) military or governmental agency, or in large private sector organisations.	Less than 2 years: 0 2 to 3 years: 5 3 to 4 years: 10 4 years and above: 20		
4	University degree or similar national academic qualification in areas such as data science, information technology, political science or law.	Bachelors w/ less than 2 years: 5 Bachelors with 3 or more year: 10 Masters degree: 15 PhD: 20		
5	Previous experience in an international organization / governmental organization, preferably NATO	< 2 years : 0 2< years<4 : 5 >4 years : 10		
6	Familiarity with NATO's policies and work in the areas of AI and data	No : 0 Yes: 5		

**LABOR CATEGORY 43: NEXT GEN PROGRAMME COORDINATOR SME**

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

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 22 May 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:**

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; and improving relationships, interaction and practical cooperation with partners, nations and international organisations. ACT therefore leads Alliance Warfare Development through undertaking concept development, capability development, training and lessons learned initiatives and provides unfettered military advice to policy development within NATO. Deputy Chief of Staff Joint Force Development (DCOS JFD) is an essential directorate dealing with the warfare development agenda.

Warfare Development is required to enhance NATO's posture, military structures, forces, capabilities and doctrines. The DCOS JFD Directorate consists of six HQ SACT-based Branches that, together with the Joint Warfare Centre (JWC), Joint Force Training Centre (JFTC) and Joint Analysis and Lessons Learned Centre (JALLC), have responsibility for NATO Force Development activities. The aim is to improve interoperability amongst the NATO Command Structure (NCS), NATO Force Structure (NFS) as well as interoperable Partners' forces allocated to NATO, and enhance capabilities, to undertake the full spectrum of Alliance missions.

The Modelling & Simulation (M&S) and Training Technologies Branch provides M&S and Training Technology support to the NCS in the areas of operational planning, capability development, defence planning, strategic and operational exercising and wargaming, utilizing Subject Matter Experts in M&S, education & training technologies, instructional systems design and information systems.

In July 2021, HQ SACT received a significant tasking from the Military Committee regarding Russian Missile Studies. Therefore, to create capacity within the M&S Section. It will be necessary to temporarily reinforce the section with additional resources. The Military

Committee (MC) tasked the Strategic Commands (SC) to present plans to develop the NATO Next Generation Modelling and Simulation (NexGen M&S) Capability Program (Reference A). A model is a representation of a real or theoretical system. A simulation is the implementation of a model over time, identifying the state changes as time progresses.

This contractor position will take on tasks as per the duties listed later in this SOW. In particular, the contractor will support the NCS in the areas of capability development to deliver M&S to support operational planning, capability development, defence planning, and wargaming, strategic and operational exercising and training.

### **Taskings:**

1. Conduct work to identify, scope and define NATO needs that may be satisfied with M&S, on strategic and operational planning, functional planning (logistics, CIS, etc.), testing and visualization of new concepts, operational experimentation and war gaming events, definition of NATO capabilities including enabling the evaluation of architectures and comparison of alternative solutions and test of new NATO capabilities against its user requirements. Prepare decision support reports including briefings, operational requirements documents, user documents, and associated capability documentation.
2. Work with NATO and national organizations to streamline M&S efforts
3. Support the development of the Next Generation of M&S for NATO through project management and serving as a SME for the programme.
4. Provide technical advice on M&S related documents, activities and prototypes.
5. Perform development of methodology, design, execution, post-processing, and socialization of M&S in support of analytical wargames. The wargames may be in support of a larger analytical study for which the contractor will need to work with others such as analysts and experimenters.
6. Conduct work with NATO institutions, allied and partner governmental organizations when duly authorized, as well as academia and industry from NATO nations to research and identify potential M&S solutions to NATO needs.
7. Conduct any other duties as tasked.

### **Essential Qualifications**

1. 5 years in the last 10 in the field of M&S management to include initiation, planning, and execution of M&S projects at the capability level
2. NATO Secret security clearance
3. Nationality from one of the NATO nations
4. Demonstrated proficiency in English as defined in STANAG 6001, SLP 3333

5. University Degree in computer science, engineering, or management and 5 years function related experience, or Higher Secondary education and completed advanced vocational training with 8 years function related experience
6. Demonstrable 2 years experience in the last 10 in international military environments.
7. Demonstrable 3 years experience in the last 10 in M&S programs in the defence sector. In particular, experience in programme and project boards and development of decision support briefings
8. Demonstrable 5 years experience in the last 10 in M&S supporting the design, development, planning and reporting of wargames, exercises, experiments, seminars, simulations, workshops, or other similar events.
9. Demonstrable 2 years experience in the last 10 in supporting the collection and analysis of M&S user and capability requirements.
10. Demonstrable experience in using simulation to support the development of analytical studies at the operational and strategic level
11. Have a working knowledge of project management techniques and demonstrated success in using 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.
12. Knowledge of the NCS and NFS
13. Knowledge of the M&S entities within NATO eg HQ SACT, JWC, JFTC, M&S COE, NCIA, etc
14. Practical experience with PC office automation products, including the use of internet for information research.

## **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 43: NEXT GEN PROGRAMME COORDINATOR SME**

Company Name:

Proposed Candidate Name:

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

	<b>Item</b>	<b>Compliant</b>	<b>Non-Compliant</b>
1	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		
2	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		
3	Valid NATO Nation passport with no travel restrictions to NATO nations		
4	Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
5	Minimum of <b>60 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 (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>	<p>where candidates meet the criteria and how.</p>	

<p>1. University Degree in computer science, engineering, or management and 5 years function related experience, or Higher Secondary education and completed advanced vocational training with 8 years function related experience</p>	<p>University Degree and 5 years' experience (10 Points) Secondary vocational training (3 Points)</p>		
<p>2. 5 years in the last 10 in the field of requirements engineering to include requirements management and requirements elicitation</p>	<p>Less than 5 years (1-2 Points) 5+ years (3-9 Points) 10+ years (10 points)</p>		
<p>3. Demonstrated experience working with academia, industry and MoD/ DoD in NATO M&amp;S capability development</p>	<p>NATO Experience (10 Points) DoD/ MoD (5 Points) None (1 Point)</p>		
<p>4. Demonstrate 3 years in the last 10 experience in briefing senior leaders/decision makers</p>	<p>NATO Experience (10 Points) DoD/ MoD (5 Points) None (1 Point)</p>		
<p>5. Demonstrate 3 years in the last 10 working with M&amp;S for wargaming, experimentation, or strategic studies.</p>	<p>NATO Experience (10 Points) DoD/ MoD (5 Points) None (1 Point)</p>		



6. Demonstrated experience working at the NATO Branch Head level for M&S or MoD/ DoD	NATO /MOD/ DoD Experience (20 Points) Lower Level Leadership (5 Points)		
7. Working knowledge of Capability Architectures	Yes (5 Points) No (1 Points)		
8. Working knowledge of Configuration Management methods and practices.	Yes (5 Points) No (1 Points)		
9. Programme and Project Management experience in the past 10 years within a complex and dynamic programme environment.	Yes (10 Points) No (1 Points)		
10. Knowledge of the NCS/ NFS	Yes (10 Points) No (1 Points)		

**LABOR CATEGORY 44: ETEE FUNCTIONAL SERVICES CAPABILITY PROGRAMME CONTRACTOR SUPPORT**

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

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 1 July 2023 – 31 December 2023 (900 hrs Base year), 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 scope of work for the development and implementation of the JFD ETEE capability programme will include requirement elicitation in collaboration with stakeholders, the full spectrum of programme and project management as stipulated in the NATO governance model for delivery of common funded capabilities. This includes support to architecture development, a holistic lifecycle management, capability acceptance and the management of ongoing capability development efforts.

The main output is the delivery of programme management products in accordance with the NATO governance model for the delivery of common funded capabilities. This includes programme management plans, products to address information requirements at the governance level, and plans to enhance ETEE capabilities in an incremental approach, based on the results of elicited requirements and coordination with the broad array of E&T stakeholders in the NATO Command Structure (NCS), NATO Force Structure (NFS) and NATO and other ETFs, COEs and PTECs.

**Taskings:**

1. Employ programme and project management principles and practices in the direction of the ETEE capability programme in a transparent manner, through a cycle capability approach in accordance with the NATO governance model for the delivery of common funded capabilities.
2. Collaborate with internal and external stakeholders at all levels, to include other JFD staff, ACT Capability Development staff, ACT subordinate command staffs, ACO and NATO HQ International Staffs, (N)ETF staffs, and National and international military and civilian organizations, including Non-NATO ETFs, COEs, PTECs and academia.
3. Coordinate with ACT Programme Directors and the Programme Management Office (PMO) to ensure dependencies between programmes are understood and taken into consideration.

4. Maintain close working relationships with Programme Directors and the PMO and to ensure coherent delivery of capabilities. Coordinate the activities of Requirements Development and Management Teams, to include:
- a. Elicitation, capture, definition, development, evaluation and prioritisation, across all Doctrine, Organization, Training, Material, Leadership, Personnel, Facilities and Interoperability (DOTMLPFI) lines of development, of high and low-level requirements (such as operational requirements, capability requirements, C3 compliance requirements, security compliance requirements, interoperability requirements, etc.).
  - b. Architecture design activities to ensure completeness, consistency and clarity of requirements related work. Creation and maintenance of traceability for capability requirements.
  - c. Change and configuration management of the requirements across the capability lifecycle.
  - d. Coordinate the development, review and analysis of concepts of operation, courses of action and alternatives.
  - e. Lead the development of capability programme management products, to include Capability Management Framework (CMF) coordination, in accordance with the NATO governance model for the delivery of common funded capabilities across all DOTMLPFI lines of development in a through life cycle approach.
  - f. Coordinate the development of Capability Implementation Plans (CIPs), in the context of the ACT-led effort to deliver a holistic approach toward capability development, based on identified requirements.
  - g. Capture all decisions and produce visual products that support the discussions, mapping of requirements and supporting documentation including flowcharts, linking of elements within ETEE scope, and required NATO documents for approval. Coordinate the development of recommended courses of action to resolve issues relating to capability development.
  - h. Support the ETEE FS Capability Monitor (JFD Portfolio Resource Manager) and Programme Director in coordinating and administering Capability Programme Resource/Budget Plans and related products.
  - i. Contribute and participate in the development of policies, directives and process refinement related to capability programmes.
  - j. Ensure that, in co-ordination with other internal and external stakeholders, all necessary data is kept up to date in the management information systems to support the management and monitoring of programmes throughout their life cycle.

- k. Support the interaction with NATO Agencies in context of Programme implementation and validation of capabilities. Support regular programme reviews with Capability Monitors, Programme Directors, Project Managers and the PMO.
- l. Provide technical guidance and mentoring to other JFD Programme Directors and Project Managers with respect to ETEE FS Capability Development.
- m. Support Operational Authorities (OAs) in the collection, consolidation, validation, management and prioritisation of requirements and change proposals in support of JFD capability programmes.
- n. Identify Lessons and contribute to their Learning within the organization.
- o. Represent HQ SACT JFD at applicable meetings, conferences and workshops as required.
- p. Organise and participate in workshops, seminars, conferences and meetings relevant to capability programme development.
- q. Perform additional tasks as required by the COTR.

### **Essential Qualifications**

1. Nationality of one of the NATO member countries.
2. A Bachelor's University degree in a related field or degree and experience of project management and capability development.
3. Demonstrated experience in diverse Programme/Project Management experience in the past ten (10) years within a complex and dynamic environment.
4. Demonstrated experience in the past ten (10) years in the field of capability development processes related to national/NATO military programme development and/or acquisition phases.
5. Demonstrated experience in the past ten (10) years in the field of requirements engineering, to include elicitation, capture, definition, development, prioritisation and management.
6. Describe the candidates experience working with the NATO Common Funded Capability Delivery Governance Model for capability development and implementation or national equivalent capability development and implementation
7. Describe the experience working in a multinational organization or NCS / NFS and familiarity with NATO agencies' role in capability development and implementation.
8. NATO Secret Security Clearance or national equivalent at expected start date of contract.
9. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 4444 - Listening, Speaking, Reading and Writing) or equivalent.
10. Demonstrated high degree of proficiency in the use of the Microsoft Office Tool suite and collaborative software including Visio.

## 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 44: ETEE FUNCTIONAL SERVICES CAPABILITY PROGRAMME CONTRACTOR SUPPORT**

Company Name:

Proposed Candidate Name:

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

	Item	Compliant	Non-Compliant

1	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		
2	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		
3	Valid NATO Nation passport with no travel restrictions to NATO nations		
4	Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
5	Minimum of <b>60 Points</b> in the Subject Matter Expert Criteria		
6	<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. Candidate has a Bachelor's University degree in a related field or degree and general experience of project management and capability development.</p>	<p>No Degree: 0</p> <p>Bachelor Degree with No Experience: 1</p> <p>Bachelor Degree With Experience:2-5</p>		
<p>2. Candidate has experience in Programme/Project Management experience in the past ten (10) years within a complex, diverse and dynamic environment.</p>	<p>non-compliant: 0</p> <p>limited program and project experience:1-6</p> <p>Moderate project experience:7-14</p> <p>Extensive experience: 15</p>		
<p>3. Demonstrated experience in the past ten (10) years in the field of capability development processes related to national/NATO military programme development and/or acquisition phases. The bidder's response should clearly state the tasks personally undertaken and completed by the candidate.</p>	<p>non-compliant: 0</p> <p>limited experience:1-6</p> <p>Moderate experience:7-14</p> <p>Extensive experience: 15</p>		
<p>4. Demonstrated experience in the past ten (10) years in the field of requirements engineering, to include elicitation, capture, definition, development, prioritisation and management. The bidder's response should clearly state the tasks personally</p>	<p>non-compliant: 0</p> <p>limited experience:1-6</p> <p>Moderate experience:7-14</p>		

undertaken and completed by the candidate.	Extensive experience: 15		
5. Minimum of two (2) years within the last (10) years' experience working with the NATO Common Funded Capability Delivery Governance Model for capability development and implementation or national capability development and implementation.	Less than 2 years: 0 2 – 4 years:10 5+ years:15		
6. Minimum of two (2) years within 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 capability development and implementation.	Less than 2 years: 0 2-4 years: 7 points Above 4 years: 10 points		
7. Minimum of two (2) years within the last (10) years' experience in ETEE Functional Services Capability Development and Delivery in Individual and/or Collective Training.	Less than 2 years: 0 2-4 years: 10 points Above 4 years: 15 points		
8. Minimum of two (2) years within the last (10) years' experience in the development and management of national/NATO Education and Training	Less than 2 years: 0 2-4 years: 7 points		



including Training Management Systems and/or Evaluation of E&T.	Above 4 years: 10 points		
9. Experience in the development and management of national/NATO Education and Training including Training Management Systems and/or Evaluation of E&T.	<p>non-compliant: 0</p> <p>limited experience:1-3</p> <p>Moderate experience:4-9</p> <p>Extensive experience: 10</p>		

## LABOR CATEGORY 45: CLIMATE CHANGE POLICY ANALYST

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

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 22 May 2023 – 31 December 2023, Option Period One: 1 January 2024 – 31 December 2024,

### Background Information:

In August 2022, the new programme of work for the SF branch was signed by SACT. This 'foresight cycle' supports a variety of stakeholders across the Alliance and informs Warfare Development of NATO's Military Instrument of Power (MIoP). The 'foresight cycle' is also used as a forum to coordinate thinking with the IS and IMS community on broad subjects such as China and Climate Change. The SF branch does not produce policy but aims to inform policy, thinking and synchronise strategic messaging regarding the Future Operating Environment across the Strategic Commands through a range of papers and reports.

Within this framework, the contractor will work within SPP-SF under the direction of the Branch Head (BH), and the lead CCS/Environment analyst (staff officer) within the SF branch. He/she personal insights and understandings about strategic implications of climate change on global security, help in daily work coordination and collaboration efforts with the CCS community in NATO, and ultimately produce deliverables and analyses for internal and external use

### **Taskings:**

1. The contractor will be full time member of SF, under the responsibility of the BH and will be involved in all aspects of SF Climate work, to include writing reports, assessment and contribution to NATO policy, webinars and working groups, and development of numerous products related to NATO CCS efforts. More specifically the contractor will be assigned to SF and will be required to:
2. Assist the SF lead CCS analyst in the scoping work related to CCS plans, policy, and synchronization for activity;
3. Provide support to staff assigned to facilitate Strategic Foresight Analysis within the Climate Change and Environment themes;
4. Interpret and engage with NATO HQ on all CCS policy and directives and develop assessments in order to for ACT to deliver supporting activity;
5. Provide horizon scanning and strategic analysis of relevant national and NATO CCS policies, strategies and other relevant documents;
6. Provide support to the SF CCS lead analyst to ensure cohesion and participate in cross functional engagements with internal and external stakeholders;
7. Provide support to the SF CCS lead analyst in the preparation and delivery of briefings, speaking notes, statements and other as required.
8. Provide feedback about their work clearly and concisely. Submit periodic reports as directed by the Contract Officer Technical Representative (COTR);
9. Understand and shape the NATO's/ACT's strategy and mission;
10. Be available to SPP leadership for CCS related requirements;
11. Contribute to the development of exhaustive reports on CCS in close coordination with military staff officers and HQ ACT direction;

## 12. Conduct research.

### **Essential Qualifications:**

1. Demonstrated Policy Assessment, Strategy Implementation for military policy making purposes within an international organization or governmental organization with a preference of experience working for or with NATO ;
2. Demonstrated writing skills. This should include papers and articles related to policy implementation;
3. Desirable background in international or governmental climate change policy in addition to experience in researching and analysing NATO policy;
4. Desirable 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 strategic level of military activities;
5. Master's degree or higher in political science, international studies, climate related security studies and climate policy is preferred. Master's degree can be substituted with a Bachelor's degree and appropriate level of experience (2 year) in fields described above.
6. Demonstrate fluency in English. When not a native English speaker, the individual should fulfil at least SLP 3333 (ref. STANAG 6001) or equivalent English Language tests (TOEIC "Speaking and Writing" or TOEFL or IELTS). Contractor shall provide this certification with their proposal (score assigned based on proposed candidate with the lowest achieved).

## **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 45: CLIMATE CHAGE POLICY ANALYST**

Company Name:

Proposed Candidate Name:

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

	Item	Compliant	Non-Compliant
1	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		
2	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		
3	Valid NATO Nation passport with no travel restrictions to NATO nations		
4	Proficiency in the use of the Microsoft Office Tool suite and collaborative software		

5	Minimum of 60 Points in the Subject Matter Expert Criteria		
6	Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

Item	Range	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	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>		

	<b>ANY SCORE OF ZERO IS NONCOMPLIANT</b>		
1. Experience in Policy Assessment, Strategy Implementation for military policy making purposes within an international organization or governmental organization	<i>Less than 3 years: 2</i> <i>3 to 4 years: 8</i> <i>Above 4 years: 20</i>		
2. Experience in international or governmental climate change and security policy, and in addition, preferably experience in researching and analysing NATO policy	<i>Less than 3 years: 2</i> <i>3 to 4 years: 8</i> <i>Above 4 years: 20</i>		
3. Background of Strategic Foresight, Strategic Planning and Execution, Strategic Gap Analysis, Strategy Implementation for military policymaking purposes.	<i>Less than 3 years: 2</i> <i>3 to 4 years: 8</i> <i>Above 4 years: 20</i>		
4. Experience in an international organization / governmental organization	Non NATO government/international experience: 10  NATO experience: 15		

<p>5. Master's degree or higher in international relations, environment/climate related studies or environmental considerations/vulnerabilities is preferred. Master's degree can be substituted with a Bachelor's degree and appropriate level of experience (2 year) in fields described above.</p>	<p>Bachelor's degree Less than 2 years: 0          Bachelor's degree More than 2 years: 5          Masters degree: 15          PhD: 20</p>		
---	--	--	--

**LABOR CATEGORY 46: CYBERSPACE CONCEPT VALIDATION & EXPERIMENTATION OFFICER**

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

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 22 May 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 exploitation of cyberspace as a domain of operations presents an increasingly growing challenge for the Alliance. Gaining the ability to plan, assess and conduct military operations in cyberspace requires therefore the development of new concepts and capabilities, notably in the area of cyberspace resilience, mission assurance, situational awareness, Intelligence, Surveillance and Reconnaissance (ISR) or C3 (Consultation, Command & Control), to name a few.

Cyberspace concepts need to be validated and tested to inform warfare and capability development through different methods/mechanisms such as comparative analysis, demonstration, wargaming and experimentation. Setting up and conducting those validation activities demand multidisciplinary teams made from several NATO entities, industry and academia. They involve the technical, operational and in some cases the legal and policy communities of interest. They require robust validation methodologies ranging from hypothesis development, planning and coordination (technical set up, stakeholders, venues, etc.), assessment and reporting, to name a few.

This Statement of Work (SoW) is for a cyberspace concept validation & experimentation officer to support ACT's Cyberspace Branch for the validation of concepts for cyberspace operations as well as related strategies and capabilities.

### **Taskings:**

1. Conduct a critical analysis and review of existing and under-development cyberspace concepts.
2. Select the appropriate methods/mechanisms to validate cyberspace concept. This includes comparative analysis, demonstration, wargaming and experimentation.
3. Plan, coordinate and execute the validation campaign, which shall be based on a thorough/scientific methodology, which includes:
  - a. Definition of objectives;
  - b. Development of hypothesis, metrics and success criteria;
  - c. Drafting of final report, with findings, analysis and recommendations.
4. Engage with, and coordinate, relevant Communities of Interest (NATO organizations, nations, Cyber Range, industry, and academia) for concept validation purposes (validation campaign development and design, workshops, etc.).
5. Prepare relevant briefings and other communication materials (flyers, posters, etc.), notably for the concept validation campaign, and deliver presentations.
6. Support and contribute to other warfare development activities related to the concept area (feasibility studies, concept identification, technology analysis, etc.).



7. Integrate and synergically work along the cyberspace branch concept development Community of Interest (CoI), contributing to the development of methodologies and processes and supporting the development of synergies among all concept development activities.
8. Support the Branch Head/Technical Director/Section Heads with concept validation related inputs to other branch warfare development activities, including but not limited to concept to capability translation, capability analysis and systems engineering, etc.
9. Attend, as required, meetings and conferences typically within NATO's boundaries for up to 30 days per year, as required.
10. Performs additional tasks, related to the contract, as required by the COTR.

**Essential Qualifications:**

1. Master's degree or similar national academic qualification in systems engineer, 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. Minimum of 4 years of experience as lead/key contributor in the validation of operational, technical or organizational concepts, preferably in a military context, using robust methodologies such as the NATO Concept Development & Experimentation Handbook or the Code of Best Practices for Experimentation, or similar.
3. Minimum of 4 years of experience as lead/key contributor in the implementation of a number of different methods/mechanisms to validate concepts (e.g. comparative analysis, demonstration, wargaming and experimentation), preferably in a military context and possibly on cyberspace-related topics.
4. Post-grade education in CIS security and cyber defence disciplines, as Certified Information Systems Security Professional (CISSP), GIAC Security Expert or ISACA Certified Information Security Manager (CISM).

**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 46: CYBERSPACE CONCEPT VALIDATION & EXPERIMENTATION OFFICER**

Company Name:

Proposed Candidate Name:

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

	<b>Item</b>	<b>Compliant</b>	<b>Non-Compliant</b>
1	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		
2	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		
3	Valid NATO Nation passport with no travel restrictions to NATO nations		

4	Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
5	Minimum of 60 Points in the Subject Matter Expert Criteria		
6	Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

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>		

	<b>ANY SCORE OF ZERO IS NONCOMPLIANT</b>		
1. Master's degree or similar national academic qualification in systems engineer, computer science, network security, cyber-security or any related field. Can be substituted with Bachelor Degree and 5 years of experience in relevant field.	<ul style="list-style-type: none"> <li>• No degree: 0</li> <li>• Bachelor degree only: 5</li> <li>• Bachelor degree and 5 years of experience in relevant field of study: 15</li> <li>• Master's degree: 15</li> </ul>		
2. Minimum of 4 years of experience as lead/key contributor in the validation of operational, technical or organizational concepts, preferably in a military context, using robust methodologies such as the NATO Concept Development & Experimentation Handbook or the Code of Best Practices for Experimentation, or similar.	<ul style="list-style-type: none"> <li>• No experience: 0</li> <li>• Experience &lt; 4years: 5</li> <li>• Experience &gt; 4 years: 15</li> <li>• Experience &gt; 4 years in military context: 25</li> </ul>		
3. Minimum of 4 years of experience as lead/key contributor in the implementation of a number of different methods/mechanisms to validate concepts (e.g. comparative analysis, demonstration, wargaming and experimentation), preferably in a military context and possibly on cyberspace-related topics.	<ul style="list-style-type: none"> <li>• No experience: 0</li> <li>• Experience &lt; 4years: 5</li> <li>• Experience &gt; 4 years: 10</li> <li>• Experience &gt; 4 years in a military context: 20</li> <li>• Experience &gt; 4 years in a military context and on</li> </ul>		

	cyberspace-related topics: 25		
4. Post-grade education in CIS security and cyber defence disciplines, as Certified Information Systems Security Professional (CISSP), GIAC Security Expert or ISACA Certified Information Security Manager (CISM).	<ul style="list-style-type: none"> <li>• No cyber certificate: 5</li> <li>• Certified Information Systems Security Professional (CISSP), GIAC Security Expert or ISACA Certified Information Security Manager (CISM): 10</li> </ul>		
5. Demonstrated ability and recent hands-on experience (minimum of 4 years of experience) in the process of planning, facilitation and executing workshops for various stakeholders including governmental agencies, academia and industry.	<ul style="list-style-type: none"> <li>• &lt; 4 year: 5</li> <li>• &gt; 4 years: 10</li> </ul>		
6. Experience working for NATO or similar military structure (i.e. International Organization or national MoD), including in relation to its concept and capability development processes and procedures.	<ul style="list-style-type: none"> <li>• No experience: 5</li> <li>• NATO or similar military structure experience: 10</li> <li>• NATO or similar military structure experience in concept and capability development area: 15</li> </ul>		

**LABOR CATEGORY 47: CYBERSPACE PRINCIPAL ARCHITECT**

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

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 22 May 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 exploitation of cyberspace as a domain of operations presents an increasingly growing challenge for the Alliance. Gaining the ability to plan, assess and conduct military operations in cyberspace requires therefore the development of new concepts and capabilities, notably in the area of cyberspace resilience, mission assurance, situational awareness, Intelligence, Surveillance and Reconnaissance (ISR) or C3 (Consultation, Command & Control), to name a few.

In support of the various activities undertaken by the ACT Cyberspace Branch, including capability development for critical Cyberspace and Cyber Security capabilities, architectural artefacts are required for supporting documentation seeking to procure and implement capabilities. These architectural artefacts require detailed architecture design, block diagrams, workflow diagrams and other Systems Engineering artefacts, with the guidance of the relevant Technical Director (TD) and/or Programme Director (PD).

This Statement of Work (SoW) is for a Cyberspace Principal and Systems Senior Architects to assist in providing the holistic view of the complex systems environment and work in tandem with other Subject Matter Experts (SMEs) on these architectural artefacts

**Taskings:**

1. Conduct a critical analysis and review of existing and under-development cyberspace architectural products in tandem with related technical context such as requirements, system descriptions, concepts, etc. in order to gain a big picture perspective of Cyberspace capabilities across multiple projects.

2. Gather knowledge and inputs from ACT TD/PD/SMEs and NCIA SMEs to understand NATO Cyberspace environment and analyse upcoming cyberspace requirements to develop new architectural diagrams or augment existing ones.
3. Develop block diagrams, work flow diagrams and other systems engineering artefacts in order to aid in understanding of capability and varying levels, from National experts to technical level SMEs.
4. Develop views, as identified, using the NATO Architecture Framework (NAF) (with the necessary design architectural drawings, diagrams, etc.), in accordance with the NAFv4 methodology.
5. Coordinate and align the military architectures with NATO HQ Office of CIO enterprise architectural products.
6. Participate in technical discussions, as needed, notably with ACT PD/SMEs, in order to review, refine and create additional context for reflection in architectural diagrams.
7. Engage with, and coordinate, relevant Communities of Interest (NATO organizations, nations, industry, and academia) for input to architectural development process.
8. Support the Branch Head/Technical Director/Programme Director with capability architecture validation and review; provide support with inputs to other branch architectural and capability development activities including, but not limited to, concept to capability translation, capability analysis and systems engineering, etc.
9. Attend, as required, meetings and conferences typically within NATO's boundaries for up to 30 days per year, as required.
10. Performs additional tasks, related to the contract, as required by the COTR.

**Essential Qualifications:**

1. Master's degree in systems engineering, computer science, network security, cyber-security or other related field. The education requirement can be substituted with a Bachelor Degree and 5 years of experience in relevant field.
2. Minimum of 8 years of experience as lead/key contributor in the development of capability or technical level architecture products for complex systems environments.

3. Certified in TOGAF (or NAF) with 1 year of proven experience of applying the Framework in projects. The certification requirement can be substituted with a 5 years of experience in Framework application.
4. Certified as one of the following: Certified Information Systems Security Professional (CISSP), GIAC Security Expert or ISACA Certified Information Security Manager (CISM).
5. Experience working for NATO or similar military structure (i.e. International Organization or national MoD).
6. NATO Secret Security Clearance or National equivalent.
7. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.

## **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 47: Cyberspace Principal Architect**

Company Name:



Proposed Candidate Name:

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

	Item	Compliant	Non-Compliant
1	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		
2	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		
3	Valid NATO Nation passport with no travel restrictions to NATO nations		
4	Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
5	Minimum of <b>50 Points</b> in the Subject Matter Expert Criteria		
6	<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;">Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</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>
<p>1. Master’s degree in systems engineering, computer science, network security, cyber-security or other related field. The education requirement can be partially fulfilled with a Bachelor Degree and 5 years of experience in relevant field.</p>	<ul style="list-style-type: none"> <li>▪ No degree: 0</li> <li>▪ Bachelor degree only: 5</li> <li>▪ Bachelor degree and 5 years of experience in relevant field of study: 10</li> <li>▪ Master’s degree: 20</li> </ul>		
<p>2. Minimum of 8 years of experience as lead/key contributor in the development of capability or technical level architecture products for complex systems environments.</p>	<ul style="list-style-type: none"> <li>▪ No experience: 0</li> <li>▪ Experience &lt; 4 years: 5</li> <li>▪ Experience between 4 and 8 years: 10</li> <li>▪ Experience &gt; 8 years: 20</li> <li>▪ Experience &gt; 8 years in military context: 25</li> </ul>		
<p>3. Certified in TOGAF (or NAF) with 1 year of proven experience of applying the Framework in projects. The certification requirement can be substituted with a 5 years of experience in Framework application.</p>	<ul style="list-style-type: none"> <li>▪ No experience or certification: 1</li> <li>▪ Certification only: 10</li> <li>▪ Experience &lt; 5 years only: 10</li> <li>▪ Experience &gt; 5 years: 20</li> <li>▪ Certification and &gt; 1 year experience: 20</li> </ul>		

<p>4. Certified as one of the following: Certified Information Systems Security Professional (CISSP), GIAC Security Expert or ISACA Certified Information Security Manager (CISM).</p>	<ul style="list-style-type: none"> <li>▪ No cyber certificate: 5</li> <li>▪ One of the following certificates: Certified Information Systems Security Professional (CISSP), GIAC Security Expert or ISACA Certified Information Security Manager (CISM): 10</li> <li>▪ 2 or more certificates:20</li> </ul>		
<p>5. Experience working for NATO or similar military structure (i.e. International Organization or national MoD).</p>	<ul style="list-style-type: none"> <li>▪ No experience: 5</li> <li>▪ NATO or similar military structure experience: 10</li> <li>▪ NATO or similar military structure experience in architecture development area: 15</li> </ul>		

## LABOR CATEGORY 48: CYBERSPACE SENIOR SYSTEMS ARCHITECT

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

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 22 May 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 exploitation of cyberspace as a domain of operations presents an increasingly growing challenge for the Alliance. Gaining the ability to plan, assess and conduct military operations in cyberspace requires therefore the development of new concepts and capabilities, notably in the area of cyberspace resilience, mission assurance, situational awareness, Intelligence, Surveillance and Reconnaissance (ISR) or C3 (Consultation, Command & Control), to name a few.

In support of the various activities undertaken by the ACT Cyberspace Branch, including capability development for critical Cyberspace and Cyber Security capabilities, architectural artefacts are required for supporting documentation seeking to procure and implement capabilities. These architectural artefacts require detailed architecture design, block diagrams, workflow diagrams and other Systems Engineering artefacts, with the guidance of the relevant Technical Director (TD) and/or Programme Director (PD).

This Statement of Work (SoW) is for a Cyberspace Principal and Systems Senior Architects to assist in providing the holistic view of the complex systems environment and work in tandem with other Subject Matter Experts (SMEs) on these architectural artefacts

### **Taskings:**

1. Provide support to Principal Architect to conduct a critical analysis and review of existing and under-development cyberspace architectural products in tandem with related technical context such as requirements, system descriptions, concepts, etc. in order to gain a big picture perspective of Cyberspace capabilities across multiple projects.
2. Provide support to Principal Architect to gather knowledge and inputs from ACT TD/PD/SME and NCIA SMEs to understand NATO Cyberspace environment and analyse upcoming cyberspace requirements to develop new architectural diagrams or augment existing ones.
3. Develop block diagrams, work flow diagrams and other systems engineering artefacts in order to aid in understanding of capability and varying levels, from National experts to technical level SMEs.
4. Develop views, as identified, using the NATO Architecture Framework (NAF) (with the necessary design architectural drawings, diagrams, etc.), in accordance with the NAFv4 methodology.
5. Participate in technical discussions, as needed, notably with ACT PD/SME, in order to review, refine and create additional context for reflection in architectural diagrams.
6. Engage with, and coordinate, relevant Communities of Interest (NATO organizations, nations, industry, and academia) for input to architectural development process.

7. Support the Branch Head/Technical Director/Programme Director/Principal Architect with capability architecture validation and review; provide support with inputs to other branch architectural and capability development activities including, but not limited to, concept to capability translation, capability analysis and systems engineering, etc.
8. Attend, as required, meetings and conferences typically within NATO's boundaries for up to 30 days per year, as required.
9. Performs additional tasks, related to the contract, as required by the COTR.

**Essential Qualifications:**

1. Bachelor's degree in systems engineering, computer science, network security, cyber-security or other related field. The education requirement can be substituted with 3 years of experience in relevant field.
2. Minimum of 4 years of experience as lead/key contributor in the development of capability or technical level architecture products for complex systems environments.
3. Certified in TOGAF (or NAF) with 1 year of proven experience of applying the Framework in projects. The certification requirement can be substituted with a 3 years of experience in Framework application.
4. Certified as one of the following: Certified Information Systems Security Professional (CISSP), GIAC Security Expert or ISACA Certified Information Security Manager (CISM).
5. Experience working for NATO or similar military structure (i.e. International Organization or national MoD).
6. NATO Secret Security Clearance or National equivalent.
7. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.

## 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 48: Cyberspace Senior Systems Architect

Company Name:

Proposed Candidate Name:

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

	Item	Compliant	Non-Compliant
1	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		

2	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		
3	Valid NATO Nation passport with no travel restrictions to NATO nations		
4	Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
5	Minimum of 50 Points in the Subject Matter Expert Criteria		
6	<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>		

	<b>ANY SCORE OF ZERO IS NONCOMPLIANT</b>		
1. Bachelor's degree in systems engineering, computer science, network security, cyber-security or other related field. The education requirement can be partially fulfilled with 3 years of experience in relevant field.	<ul style="list-style-type: none"> <li>▪ No degree: 0</li> <li>▪ 3 years of experience in relevant field of study: 15</li> <li>▪ Bachelor degree: 25</li> </ul>		
2. Minimum of 4 years of experience as lead/key contributor in the development of capability or technical level architecture products for complex systems environments.	<ul style="list-style-type: none"> <li>▪ No experience: 0</li> <li>▪ Experience &lt; 2 years: 5</li> <li>▪ Experience between 2 and 4 years: 10</li> <li>▪ Experience &gt; 4 years: 20</li> <li>▪ Experience &gt; 4 years in military context: 25</li> </ul>		
3. Certified in TOGAF (or NAF) with 1 year of proven experience of applying the Framework in projects. The certification requirement can be substituted with a 3 years of experience in Framework application.	<ul style="list-style-type: none"> <li>▪ No experience or certification: 5</li> <li>▪ Certification only: 10</li> <li>▪ Experience &lt; 3 years only: 10</li> <li>▪ Experience &gt; 3 years: 20</li> <li>▪ Certification and &gt; 1 year experience: 20</li> </ul>		
4. Certified as one of the following: Certified Information Systems Security Professional (CISSP), GIAC Security Expert or ISACA Certified Information Security Manager (CISM).	<ul style="list-style-type: none"> <li>▪ No cyber certificate: 1</li> <li>▪ One of the following certificates: Certified Information Systems Security Professional (CISSP), GIAC Security Expert or ISACA Certified Information Security Manager (CISM): 10</li> </ul>		



	<ul style="list-style-type: none"> <li>▪ 2 or more certificates:20</li> </ul>		
5. Experience working for NATO or similar military structure (i.e. International Organization or national MoD).	<ul style="list-style-type: none"> <li>▪ No experience: 1</li> <li>▪ NATO or similar military structure experience: 5</li> <li>▪ NATO or similar military structure experience in architecture development area: 10</li> </ul>		

## LABOR CATEGORY 49: CONTRACTOR SUPPORT TO BUSINESS DATA ANALYSIS

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

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 22 May 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:**

1. Deputy Chief of Staff Capability Development (DCOS 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:

- a. Identify and prioritize Alliance capability development from short to long term, ensuring coherence between all capabilities within the CAPDEV portfolio.
  - b. 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.
2. The future Capability Development Directorate will include enduring functionality to effectively plan and manage coherent through life capability development, aligned to NATO's strategic intent and priorities. The CAPDEV Strategic Planning Cell (SPC) is responsible to DCOS for Strategic Capability Development Planning, and informing business change that will improve CAPDEV business functions.
  3. As part of ongoing organisational functional reviews, CAPDEV is in the process of implementing measures for improved capability development planning and management, including the way it collects, manages, analyses and reports on capability development and delivery information, both legacy and current.

### **Taskings:**

1. Provide analysis of business data and information supporting the planning of NATO capability development and delivery-related portfolio, programme and project management.
2. Undertake the identification of gaps between current data/information and the needs of emerging business processes.
3. Apply analytical best practices for data and information collection, aggregation, normalization, and analysis.
4. Analyze and process data, while informing the creation and maintenance of data models and reporting templates.
5. Use business intelligence data for predictive analytics and supporting implementation of new tools, including Power BI, SQL Server, API, and SharePoint.
6. Recommend appropriate business performance improvement measures.
7. Provide detailed, actionable reports documenting the findings from data processing and data analysis.
8. Recommended integration of current systems or change to functionality used across the data and information landscape.
9. Work to develop and test subsequent information exchange or implement recommended process / role exchanges

10. Supports identification of options for resolving relevant business process issues.
11. Contributes to the development of relevant directives and standard operating procedures that apply to emerging and refined business processes.
12. Contributes to the development of quality control and assurance assessment process, tools and reports.
13. 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.
14. Contributes to organizational continual process improvement activities.
15. Performs additional tasks as required by the COTR related to the labor category.

**Essential Qualifications:**

1. A University Degree in a relevant engineering, management, information systems, accounting, economics, finance, business administration, public administration, operations research, project management or related discipline.
2. IIBA CBAP or PMI Business Analyst certified, or equivalent.
3. At least five years' experience in the application of business data analysis.
4. At least five years' experience of complex data analysis and processing, while creating modeling and reports
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 proficiency in effective oral and written communication, including briefing and coordinating with business stakeholders.

## 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 49: Contractor Support to Business Data Analysis

Company Name:

Proposed Candidate Name:

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

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

1	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		
2	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		
3	Valid NATO Nation passport with no travel restrictions to NATO nations		
4	Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
5	Minimum of <b>60 Points</b> in the Subject Matter Expert Criteria		
6	<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><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><b>Page, Paragraph and Line Number</b></p> <p>referencing where candidates meet the criteria and how.</p>	<p><b>Score (100 pts possible)</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)</p> <p>Relevant Associates Degree or International Equivalent (5 Points)</p> <p>No (1 Point)</p>		

<p>2. Five years' recent (i.e. in the last 10 years) experience in the application of business data analysis.</p>	<p>5 yrs – 25 points  4 yrs – 10 points  3 yrs – 7 points  2 yrs – 4 points  1 yr – 2 points</p>		
<p>3. Five years' recent (i.e. in the last 10 years) experience of complex data analysis and processing, while creating modeling and reports</p>	<p>5 yrs – 25 points  4 yrs – 10 points  3 yrs – 7 points  2 yrs – 4 points  1 yr – 2 points</p>		
<p>4. IIBA CBAP or PMI Business Analyst certified, or equivalent.</p>	<p>Yes (20 Points)  Equivalent (10 Points)  No (1 Point)</p>		
<p>5. Demonstrable proficiency in effective oral and written communicatio</p>	<p>Yes (10 Points)  Some (5 Points)  No (1 Points)</p>		

n, including briefing and coordinating with business stakeholders.			
--	--	--	--

## **LABOR CATEGORY 50: CONTRACTOR SUPPORT TO DATABASE ADMINISTRATION**

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

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 22 May 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 Year Four: 1 January 2027 – 31 December 2027

### **Background Information:**

1. Deputy Chief of Staff Capability Development (DCOS 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:
  - a. Identify and prioritize Alliance capability development from short to long term, ensuring coherence between all capabilities within the CAPDEV portfolio.
  - b. 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.

2. The future Capability Development Directorate will include enduring functionality to effectively plan and manage coherent through life capability development, aligned to NATO's strategic intent and priorities. The CAPDEV Strategic Planning Cell (SPC) is responsible to DCOS for Strategic Capability Development Planning, and informing business change that will improve CAPDEV business functions.

3. As part of ongoing organisational functional reviews, CAPDEV is in the process of implementing measures for improved capability development planning and management, including the way it collects, manages, analyses and reports on capability development and delivery information, both legacy and current.

**Taskings:**

1. Suiting a junior analyst, provide database administration expertise in support of HQ SACT's requirements engineering and management processes.
2. Undertake analysis and validation of processes relating to importing legacy capability requirements and associated programmatic requirements information into ACT requirements repository.
3. Development of automated information exchange across the NATO capability development information platforms (using API, SQL scripting etc.).
4. Support automated report development and the visualisation of data, ideally with PowerBI or similar.
5. Contribute to the development of relevant directives and standard operating procedures.
6. Contributes to organizational continual process improvement activities.
7. Perform additional tasks as required by the COTR related to the labor category.

**Essential Qualifications:**

1. A University Degree in a relevant engineering, management, information systems, accounting, economics, finance, business administration, public administration, operations research, programme and project management or related discipline.
2. Two years' experience of data analysis and validation.

3. Two years' experience with data exchange automation, (API, SQL scripting etc.).
4. Two years' experience with automated report development and the visualisation of data, ideally with PowerBI or similar.
5. SQL or IBM DB2 certified.
6. Demonstrated minimum NATO or National SECRET clearance with the appropriate national authority for the duration of the contract.
7. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.
8. Ideally experience with IBM Rational DOORS Next, or equivalent.

## **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 50: Contractor Support to Database Administration**

Company Name:

Proposed Candidate Name:

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

	<b>Item</b>	<b>Compliant</b>	<b>Non-Compliant</b>
1	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		
2	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		
3	Valid NATO Nation passport with no travel restrictions to NATO nations		
4	Proficiency in the use of the Microsoft Office Tool suite and collaborative software		

5	Minimum of <b>60 Points</b> in the Subject Matter Expert Criteria		
6	<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 in 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 (100 pts possible)</b>
6. A University Degree in engineering, management, information systems, accounting, economics, finance, business administration , public administration	Yes (20 Points)  Relevant Associates Degree or International Equivalent (5 Points)  No (1 Point)		

, operations research, programme and project management or related disciplines.			
7. Two years' recent (i.e. in the last 5 years) experience of data analysis and validation.	Yes (20 Points) Partial time (5 Points) Partial scope (5 Points) No (1 Point)		
8. Two years' recent (i.e. in the last 5 years) experience with data exchange automation, (API, SQL scripting etc.).	Yes (20 Points) Partial time (5 Points) Partial scope (5 Points) No (1 Point)		
9. Two years' recent (i.e. within the last 5 years) experience	Yes (20 Points) Partial time (5 Points) Partial scope (5 Points) No (1 Point)		

with automated report development and the visualisation of data, ideally with PowerBI or similar.			
10. Experience with IBM Rational DOORS Next, or equivalent.	Yes (10 Points) No (1 Point)		
11. Demonstrable proficiency in effective oral and written communication, including briefing and coordinating with business stakeholders.	Yes (10 Points) Some (5 Points) No (1 Point)		

## **LABOR CATEGORY 51: CONTRACTOR SUPPORT TO SYSTEM ADMINISTRATION**

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

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 22 May 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 Year Four: 1 January 2027 – 31 December 2027

### **Background Information:**

1. Deputy Chief of Staff Capability Development (DCOS 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:
  - a. Identify and prioritize Alliance capability development from short to long term, ensuring coherence between all capabilities within the CAPDEV portfolio.
  - b. 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.
  
2. The future Capability Development Directorate will include enduring functionality to effectively plan and manage coherent through life capability development, aligned to NATO's strategic intent and priorities. The CAPDEV Strategic Planning Cell (SPC) is responsible to DCOS for Strategic Capability Development Planning, and informing business change that will improve CAPDEV business functions.

3. As part of ongoing organisational functional reviews, CAPDEV is in the process of implementing measures for improved capability development planning and management, including the way it collects, manages, analyses and reports on capability development and delivery information, both legacy and current.

**Taskings:**

1. Suiting junior analysts, undertake analysis to identify current systems of record for capability requirements related information (legacy) across NATO information systems, and establishing a methodology for importing relevant data into the HQ SACT requirements repository.
2. Undertake stakeholder engagement to determine mechanisms to extract requirements artefacts from current location (where required).
3. Extract, transform and load into IBM Rational Engineering Lifecycle Management suite of applications (ACT Requirements Repository).
4. Undertake data validation and quality assurance following importation.
5. Resolution of identified defects.
6. Reporting the status of data importation process and completeness.
7. Contribute to the development of relevant directives and standard operating procedures.
8. Contributes to organizational continual process improvement activities.
9. Perform additional tasks as required by the COTR related to the labor category.

**Essential Qualifications:**

1. A University Degree in Computer Science or equivalent discipline to include: Data structures, Scripting / Computer programming, Information systems management, Systems analysis and design, Database management.
2. Two years' experience of data analysis and validation.
3. Demonstrated minimum NATO or National SECRET clearance with the appropriate national authority for the duration of the contract.
4. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.



## 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 51: Contractor Support to System Administration

Company Name:

Proposed Candidate Name:

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

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

1	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		
2	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		
3	Valid NATO Nation passport with no travel restrictions to NATO nations		
4	Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
5	Minimum of <b>60 Points</b> in the Subject Matter Expert Criteria		
6	<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></p> <p>referencing where candidates meet the criteria and how.</p>	<p><b>Score (100 pts possible)</b></p>
<p>1. A University Degree in Computer Science or equivalent discipline to include: Data structures, Scripting / Computer programming, Information systems management, Systems analysis and design, Database management.</p>	<p>Yes (15 Points)</p> <p>Relevant Associates Degree or International Equivalent (5 Points)</p> <p>No (1 Point)</p>		

<p>2. Two years' recent (i.e. in the last 5 years) experience of data analysis and validation.</p>	<p>Yes (25 Points)  Partial time (5 Points)  Partial scope (5 Points)  No (1 Point)</p>		
<p>3. Two years' recent (i.e. in the last 5 years) experience with data collection, cross-system data importation and data input.</p>	<p>Yes (25 Points)  Partial time (5 Points)  Partial scope (5 Points)  No (1 Point)</p>		
<p>4. Two years' recent (i.e. in the last 5 years) experience with data validation and data quality assurance.</p>	<p>Yes (25 Points)  Partial time (5 Points)  Partial scope (5 Points)  No (1 Point)</p>		

<p>5. Demonstrable proficiency in effective oral and written communication, including briefing and coordinating with business stakeholders.</p>	<p>Yes (10 Points) Some (5 Points) No (1 Point)</p>		
---	---	--	--

**LABOR CATEGORY 52: CONTRACTOR SUPPORT TO BUSINESS PROCESS ANALYSIS AND BUSINESS PLANNING**

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

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 22 May 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:**

1. Deputy Chief of Staff Capability Development (DCOS 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:
  - a. Identify and prioritize Alliance capability development from short to long term, ensuring coherence between all capabilities within the CAPDEV portfolio.
  - b. 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.
2. The future Capability Development Directorate will include enduring functionality to effectively plan and manage coherent through life capability development, aligned to NATO's strategic intent and priorities. The CAPDEV Strategic Planning Cell (SPC) is responsible to DCOS for Strategic Capability Development Planning, and informing business change that will improve CAPDEV business functions.
3. As part of ongoing organisational functional reviews, CAPDEV is in the process of implementing measures for improved capability development planning and management, including the way it collects, manages, analyses and reports on capability development and delivery information, both legacy and current.

**Taskings:**

1. A senior, highly experienced Business Process Analyst to work as part of an existing business change team, undertaking business process analysis within CAPDEV's operating environment. supporting the implementation of enduring, effective and efficient capability development and delivery planning and management business functions.
2. Design data collection plans, facilitate workshops, and communicate research and illustrative analysis using charts, diagrams, and models to help establish understanding and agreement from key stakeholders.
3. Use process improvement frameworks to provide recommendations, along with a firm grasp of the quantitative and qualitative results stakeholders can expect.
4. Provide mentoring, instruction and guidance on business strategy governance and supporting management information.
5. Perform additional tasks as required by the COTR related to the labor category.

## **Essential Qualifications:**

1. A Master's Degree in a relevant engineering, management, information systems, accounting, economics, finance, business administration, public administration, operations research, programme and project management or related discipline.
  2. 7+ years of experience working in a professional environment, supporting business change projects. Up to 3 years may be substituted by experience of making or supporting decision-making planning and implementing business strategy.
  3. 7+ years demonstrated knowledge and experience of applying process improvement methodologies to support business change.
  4. Experience with performing root cause analyses or supporting rapid improvement events.
  5. Ability to take initiative and think creatively.
  6. Possession of excellent analytical and critical thinking skills, including conducting research and evaluating options for action.
  7. Possession of excellent oral and written communication skills, to convey complex ideas and explain findings to teammates and leaders.
  8. Lean Six Sigma Black Belt certification, or equivalent.
  9. Process modeling certification, preferably Business Process Modeling Notation (BPMN).
  10. Demonstrated minimum NATO or National SECRET clearance with the appropriate national authority for the duration of the contract.
- 
11. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.

## **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 52: Contractor Support to Business Process Analysis And Business Planning**

Company Name:

Proposed Candidate Name:

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

	Item	Compliant	Non-Compliant
1	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		
2	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		
3	Valid NATO Nation passport with no travel restrictions to NATO nations		
4	Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
5	Minimum of 60 Points in the Subject Matter Expert Criteria		
6	Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

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>1. A Master's Degree in a relevant engineering, management, information</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>Yes (20 Points) Relevant Bachelor's Degree (5 Points) No (1 Point)</p>		

<p>systems, accounting, economics, finance, business administration , public administration , operations research, programme and project management or related discipline.</p>			
<p>2. Seven years' recent (i.e. in the last 15 years) experience working in a professional environment, supporting business change projects. Up to 3 years of which may be substituted by experience of</p>	<p>Yes (15 Points) Partial time (5 Points) Partial scope (5 Points) No (1 Point)</p>		

<p>making or supporting decision-making planning and implementing business strategy.</p>			
<p>3. Seven years' recent (i.e. in the last 15 years) experience of applying process improvement methodologies to support business change.</p>	<p>Yes (15 Points)  Partial time (5 Points)  Partial scope (5 Points)  No (1 Point)</p>		
<p>4. Seven years' recent (i.e. in the last 15 years) experience with performing root cause analyses or supporting rapid</p>	<p>Yes (15 Points)  Partial time (5 Points)  Partial scope (5 Points)  No (1 Point)</p>		

improvement events..			
5. Proven analytical and critical thinking skills, including conducting research and evaluating options for action	Yes – full evidence (5 Points) Partial evidence (2 Points) No (1 Point)		
6. Lean Six Sigma Black Belt certification or certified equivalent.	Yes (15 Points) No (1 Point)		
7. Process modeling certification, preferably Business Process Modeling Notation (BPMN).	Yes (10 Points) No (1 Point)		

8. Demonstrable proficiency in effective oral and written communication, including briefing and coordinating with business stakeholders.	Yes (5 Points) Some (2 Points) No (1 Point)		
--	---	--	--

**LABOR CATEGORY 53: CONTRACTOR SUPPORT TO PORTFOLIO RISK MANAGEMENT**

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

**Number of Candidates:** One Candidate

**Period of Performance:** Base Period: 22 May 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:**

1. Deputy Chief of Staff Capability Development (DCOS 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:
  - a. Identify and prioritize Alliance capability development from short to long term, ensuring coherence between all capabilities within the CAPDEV portfolio.
  - b. 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.
2. The future Capability Development Directorate will include enduring functionality to effectively plan and manage coherent through life capability development, aligned to NATO's strategic intent and priorities. The CAPDEV Strategic Planning Cell (SPC) is responsible to DCOS for Strategic Capability Development Planning, and informing business change that will improve CAPDEV business functions.
3. As part of ongoing organisational functional reviews, CAPDEV is in the process of implementing measures for improved capability development planning and management, including the way it collects, manages, analyses and reports on capability development and delivery information, both legacy and current.

#### **Taskings:**

1. A senior, experienced Portfolio Risk Manager to work as part of an existing business change team, informing the establishment of a portfolio, capability and programme risk management function(s) within CAPDEV's operating environment. Supports the implementation of an enduring, effective and efficient capability development and delivery planning and management business function.
2. Develop a business process and reporting methodology to enable mature organisational portfolio and capability (baseline) risk management, including the incorporation of escalated programmatic risks.
3. Provide expertise in: portfolio and programme risk maturity, organizational risk maturity, and Enterprise risk maturity. Where "risk maturity" covers: risk identification, risk assessment, risk communication, and risk management.
4. Develop presentation / briefing material for senior leadership on portfolio and capability (baseline) risk management maturity.
5. Develop a risk management proposal, with consideration of organisational roles and responsibilities, communication methods, and

- gaps in processes and guidance. Ready for circulation at working-level cross-organizational coordination meetings.
6. Develop a risk assessment and management proposal roadmap for the organisation's capability development portfolio, including analysis and reporting methodologies, and clarification on stakeholder roles and responsibilities. The roadmap will set a proposed end-state for effective portfolio risk assessment and management, with actions and milestones to reach that end-state.
  7. Inform and support implementation of risk management tools, direction and guidance, in line with the approved roadmap.
  8. Perform additional tasks as required by the COTR related to the labor category.

### **Essential Qualifications:**

1. A Master's Degree in a relevant engineering, management, information systems, accounting, economics, finance, business administration, public administration, operations research, programme and project management or related discipline.
2. 5+ years of experience working in a professional environment, directly supporting portfolio risk management.
3. 5+ years of demonstrated experience in the development and implementation of organisational portfolio risk management frameworks, and related process improvement methodologies to support business change.
4. 5+ years of demonstrated experience in developing organisational portfolio risk management process documentation.
5. Possession of excellent analytical and critical thinking skills, including conducting research and evaluating options for action.
6. Possession of excellent oral and written communication skills, to convey complex ideas and explain findings to teammates and leaders.
7. Certified Risk Management Professional (CRMP), Enterprise Risk Management Certified Professional (ERMCP), Professional Risk Manager (PRM) or direct equivalent.
8. Demonstrable proficiency in effective oral and written communication, including briefing and coordinating with business stakeholders.
  
9. Demonstrated minimum NATO or National SECRET clearance with the appropriate national authority for the duration of the contract.
  
10. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.

## 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 53: Contractor Support to Portfolio Risk Management

Company Name:

Proposed Candidate Name:

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

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



1	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		
2	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		
3	Valid NATO Nation passport with no travel restrictions to NATO nations		
4	Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
5	Minimum of <b>60 Points</b> in the Subject Matter Expert Criteria		
6	<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>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="color: red;">Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</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 Master's Degree in a relevant engineering, management, information systems, accounting, economics, finance, business administration , public administration , operations research, programme and project management</p>	<p>Yes (20 Points)</p> <p>Relevant Bachelor's Degree (5 Points)</p> <p>No (1 Point)</p>		

or related discipline.			
2. Five years' recent (i.e. in the last 10 years) experience working in a professional environment, directly supporting portfolio risk management.	Yes (15 Points) Partial time (3 Points) Partial scope (3 Points) No (1 Point)		
3. Five years' recent (i.e. in the last 10 years) experience in the development and implementation of organisational portfolio risk management frameworks,	Yes (25 Points) Partial time (10 Points) No (1 Point)		

and related process improvement methodologies to support business change.			
4. Five years' recent (i.e. in the last 10 years) experience in developing organisational portfolio risk management process documentation.	Yes (15 Points) Partial time (5 Points) Partial scope (5 Points) No (1 Point)		
5. Proven analytical and critical thinking skills, including conducting research and evaluating options for action	Yes – full evidence (5 Points) Partial evidence (2 Points) No (1 Point)		

<p>6. Certified Risk Management Professional (CRMP), Enterprise Risk Management Certified Professional (ERMCP), Professional Risk Manager (PRM) or direct equivalent.</p>	<p>Yes (15 Points) No (1 Point)</p>		
<p>7. Demonstrable proficiency in effective oral and written communication, including briefing and coordinating with business stakeholders.</p>	<p>Yes (5 Points) Some (2 Points) No (1 Point)</p>		