Project Strategies and Experience

1. PROJECT STRATEGY (CORE)

Note to tenderers: Tenderers are required to provide the Commonwealth with a clear and concise understanding of how the tenderer proposes to undertake the scope of work under any resultant Contract (Acquisition) through the submission of a range of Strategies. The tendered Strategies will be used to inform the Commonwealth’s selection process and, therefore, should contain targeted and specific information and should not include marketing information.

Tenderers are not required to provide draft management plans (eg, draft Project Management Plan). The Strategies will form the basis of subsequent management plans and other deliverables to be developed during a pre-contract stage (eg, before Effective Date, or during Offer Definition and Improvement Activities (ODIA) if held) by the preferred tenderer, or later under any resultant Contract (Acquisition).

Activities described in Strategies should be consistent with a tailored application of the tenderer’s standard procedures. Where such procedures are important for Commonwealth understanding of a Strategy, they should be referenced in the Strategy and provided in the data pack accompanying the tender response. If reviewed by the Commonwealth, the content of standard procedures will only be used to confirm a tenderer’s ability to implement a Strategy and no additional scope contained in those procedures will be considered in the evaluation.

Note to drafters: The total number of recommended pages for all Strategies in the template is 135 pages. A total of 140 pages (as below) enables flexibility without significantly increasing the tender evaluation effort. If changing the recommended number of pages for an individual strategy, this total figure should be amended as appropriate.

A recommended number of pages has been identified for each Strategy. These should not be construed as absolute limits but as guidance to assist tenderers to ascertain the level of detail expected. The total number of pages for all of the tendered Strategies should not exceed 140 pages (A4 size or equivalent, except for ‘summary graphics’).

Where a strategy includes a ‘summary graphic’ it may be presented on a single A3 or A2 sized page. Summary graphics may be prepared in the tenderer’s format but should be printable by the Commonwealth without specialised software (eg, PDF is acceptable).

**Overall Strategy**

Note to tenderers: This strategy is to provide context for all members of the evaluation team and should illustrate how strategies for specific disciplines integrate into an overall strategy. The recommended number of pages for this element of the Project Strategy is 20 pages.

* 1. Tenderers are to describe the overall strategy to deliver the Supplies and to meet the other requirements of any resultant Contract (Acquisition), including:
     1. a summary graphic, showing how the tenderer plans to conduct the program of work defined in the draft SOW, including:
        1. major work streams (eg, closely coupled sets of activities to produce the required solution(s)) and draft Contract phases; and
        2. key activities and Milestones, including Mandated System Reviews (MSRs);
     2. a summary of each key activity and Milestone in the summary graphic, including:
        1. a brief description of the scope of work;
        2. entry and exit criteria, including dependencies on the Commonwealth and Associated Parties, where these add to or vary from Annex C to Attachment B of the draft Contract (Acquisition); and
        3. any significant assumptions, limitations and constraints;
     3. the strategy for integrating the effort and outcomes of the various functional discipline areas, such as engineering, Integrated Logistic Support (ILS), Verification and Validation (V&V), and Configuration Management (CM);
     4. the rationale for the proposed strategy, including a description of how the overall strategy addresses the key areas of risk under any resultant Contract (Acquisition), having particular regard to the risks identified in response to TDR B-A-7 (Risk Assessment and Risk Register);
     5. the tenderer’s organisational structure for any resultant Contract (Acquisition), including identifying the location of this organisation within the overall company structure;
     6. locations for work and the strategy implications for integrating work outcomes from the different locations, including from proposed Subcontractors (Acquisition);
     7. the proposed Subcontracting strategy, appropriately cross-referencing the information provided in response to TDR A-A-3 (Schedule of Proposed Subcontractors), including:
        1. identifying all of the proposed Subcontractors (Acquisition) (in response to TDR A-A-3) and summarising the scope of work under each proposed Subcontract;
        2. for each proposed Subcontractor, identifying which Subcontractor would be classified as an Approved Subcontractor on the basis of scope of work, including the rationale;
        3. identifying when work would commence under each proposed Approved Subcontract;
        4. identifying the locations where each proposed Approved Subcontractor would conduct work; and

Note to tenderers: The Commonwealth seeks explicit information in response to the following requirement, not generic process descriptions of how the tenderer manages Subcontractors (Acquisition).

* + - 1. describing how the work and associated outcomes for each of the proposed Approved Subcontractors (Acquisition) will be integrated into the tenderer’s proposed program of work (including in relation to integration of information systems and processes) to ensure that the tenderer can deliver its proposed Materiel System solution within the tendered schedule and price;
    1. the strategy for acquiring and maintaining the key resources to enable the tenderer to perform any resultant Contract (Acquisition), including:
       1. assumptions, limitations and constraints due to the tenderer’s other programmed work and future projects;
       2. appropriate cross-references to the staffing information provided in response to TDR B-A-5 (Key Staff Positions) and TDR B-A-6 (Staff/Skills Profile);
       3. significant physical resources, including any need for additional Commonwealth Technical Data, Facilities and IT infrastructure that have not been included in the list of GFM or GFF offered by the Commonwealth; and
       4. any other significant resource requirements (eg, Technical Data rights, Software development environment) needed for any resultant Contract (Acquisition);
    2. the strategy for cost and schedule control and reporting, including the integration of technical control with cost and schedule control (cross-referencing, as required, the response to TDR B-A-8.1a for the tenderer’s Earned Value Management capability); and
    3. the tenderers expectations of the Commonwealth Representative / project office to manage and coordinate the inputs of Commonwealth stakeholders, thus assisting the overall strategy to be implemented.

**Transition, Phase In and Ramp Up Strategy**

Note to tenderers: Transition from the Contractor (Acquisition) to operator and support organisations (such as the Commonwealth, Contractor (Support) and Associated Parties) can incur significant risk. While effectively part of the overall strategy (above), this strategy should illustrate coordination between the parties involved and the approaches used to reduce risks in the Transition period. The recommended number of pages for this element of the Project Strategy is 10 pages.

* 1. Tenderers are to describe their strategy for implementing Transition under the Contract (Acquisition), and the Phase In and Ramp Up under the Contract (Support), including:
     1. a summary graphic, showing how the tenderer plans to coordinate and conduct Transition, Phase In and Ramp Up activities, including:
        1. key activities and events, including Milestones for the delivery of major Supplies and the Ramp Up of the associated support Services; and
        2. enabling activities of Associated Parties (eg, modification of Defence Facilities);
     2. a summary of each key activity and Milestone in the summary graphic, including:
        1. a brief description of the scope of work;
        2. entry and exit criteria, including dependencies on the Commonwealth and Associated Parties, where these add to or vary from Annex C to Attachment B of the draft Contract (Acquisition); and
        3. any significant assumptions, limitations and constraints;
     3. the rationale for the proposed strategy, including a description of how the Transition strategy addresses the key areas of risk under any resultant Contract (Acquisition)in relation to Transition, having particular regard to Transition, Phase In and Ramp Up risks identified in response to TDR B-A-7 (Risk Assessment and Risk Register); and

Note to drafters: Amend the list of major inter-related activities to suit specific contract needs. Ensure that sufficient Commonwealth information is provided to enable informed responses.

* + 1. a summary of the strategy for coordinating Transition, Phase In and Ramp Up activities with, as applicable:
       1. site-installation activities on Commonwealth Premises, including, as applicable, installations to be included under the scope of the draft Contract (Acquisition)and any that would be undertaken by the Commonwealth;
       2. proposed Approved Subcontractors (Acquisition) that would have Transition responsibilities;
       3. the Acceptance V&V program;
       4. the Training of Commonwealth Personnel;
       5. Defence operators / users and support units / agencies;
       6. the Contractor (Support) and Approved Subcontractors (Support); and
       7. coordination with the withdrawal of the system being replaced, including coordination with the activities of Commonwealth and the support contractors phasing out the superseded system (ie, to minimise disruption to Defence Capability during the change-over of Materiel Systems).

**Systems Engineering Strategy**

Note to tenderers: The recommended number of pages for this element of the Project Strategy is 35 pages.

* 1. Tenderers are to describe the strategy for conducting the engineering activities for any resultant Contract (Acquisition), including:
     1. a description of the engineering program in context with the proposed technical solution, including:
        1. based on the maturity classification of the proposed Mission System (described in response to TDR B-B-2.1g), and an analysis of the configuration, role and environment (as described in the OCD), the extent of design and development activities required and the implications for the engineering program; and
        2. the development cycle(s) to be adopted, and life-cycle issues to be addressed (eg, in relation to growth and Obsolescence);
     2. a summary graphic, showing how the tenderer plans to conduct the program of systems engineering and specialty engineering work defined in the draft SOW, including:
        1. key events and activities related to the major engineering work streams and draft Contract phases identified in the overall strategy (see TDR B-A-1.1);
        2. the integration of the specialty engineering strategies (see TDR B-A-1.4); and
        3. engineering-related Mandated System Reviews and Internal System Reviews;
     3. a summary of each key activity and Milestone in the summary graphic, including:
        1. a brief description of the scope of work;
        2. entry and exit criteria, including dependencies on the Commonwealth and Associated Parties, where these add to or vary from Annex C to Attachment B of the draft Contract (Acquisition); and
        3. any significant assumptions, limitations and constraints;
     4. the identification of the standards (eg, ANSI/EIA-632, ISO/IEC 15288, ISO/IEC 12207) to be employed to undertake and structure the engineering program, including the factors to be addressed when tailoring these standards;
     5. a description of how the tenderer proposes to conduct requirements analysis for the Mission System, including an approximate order for conducting the identified activities (including rationale) and identifying any areas of the requirements for which modelling would be appropriate (including rationale);
     6. a description of how current company standard procedures address the scope of engineering activities required for the draft Contract (Acquisition), identifying those areas where new or modified procedures would be required;
     7. the rationale for the proposed strategy, including a description of how the systems engineering strategy addresses the key areas of risk for the engineering program, as identified in response to TDR B-A-7 (Risk Assessment and Risk Register), including the identification of any Technical Performance Measures to be tracked;
     8. the strategy for engineering governance and technical control, including the relationship between the WBS, product breakdown structure, Subcontract boundaries, and technical specifications;
     9. the strategy to achieve and maintain any required organisational certifications;
     10. the strategy for integrating engineering activities performed by Subcontractors (Acquisition), including in relation to people, processes and tools; and
     11. the strategy for conducting Software development, particularly in relation to:
         1. undertaking Software assurance and Software certification activities;
         2. developing Software assessed as safety critical and/or mission critical;
         3. implementing a measurement program to monitor and assess the health of the Software development program; and
         4. the tenderer’s assumptions in relation to the expected level of Software Defects within new and modified code at the time of delivery, at the Software criticality levels as defined in DID-ENG-SW-SWLIST (eg, criticality 0, 1 & 2: zero defects, criticality 3: < 10 defects / million lines of code), referring to the TDR B-B-5 response, as required, and comparing these assumptions to industry norms / standards for the type of Software, and providing the rationale for these assumptions.

**Specialty Engineering Strategy**

Note to drafters: Amend the following list for the expected scope of specialty engineering activities. The requirement for a specialty engineering strategy, or elements of it, need to be significant enough to influence the selection of a preferred tender; other planning aspects can be addressed as pre-contract work or under any resulting Contract (Acquisition).

Note to tenderers: The recommended number of pages for this element of the Project Strategy is 15 pages. A summary graphic is not required for this element of the Project Strategy because it is expected to be included as part of the systems engineering strategy.

* 1. Tenderers are to describe their strategies for conducting, and achieving the objectives of, the specialty engineering programs, including:
     1. in relation to the growth, evolution and Obsolescence program (and referring to the TDR B-B-3, System Evolution and Growth response if applicable), the strategy to ensure that growth, evolution and Obsolescence will be addressed through design and purchasing decisions (including how and when under any resultant Contract (Acquisition)) to allow the proposed solution to be modified efficiently when in-service, in order to meet future contemporary performance and sustainment needs;
     2. in relation to the Integrated Reliability, Maintainability and Testability (IRMT) engineering program, how the operational readiness and mission success requirements set out in the Function and Performance Specification (FPS) will be satisfied, and the methodology for Verifying that the requirements have been satisfied;
     3. in relation to the Logistics Engineering program, the specific considerations in relation to the design of the Mission System that will be employed by the tenderer to address Supportability (other than those addressed by other speciality engineering areas or under the ILS strategy);
     4. in relation to the Human Engineering program, the determination of physical layouts, the development of human-system interfaces, and the conduct of human workload analysis for the design of the Mission System and Support System Components;
     5. in relation to the Electromagnetic Environmental Effects (E3) program, how the E3 requirements set out in the FPS will be satisfied, and the methodology for Verifying that the requirements have been satisfied;

Note to drafters: The following clause considers the security accreditation in accordance with the DSPF / government Information Security Manual. Amend to identify the Contractor’s level of responsibility.

* + 1. in relation to the system security program, the strategy to address security (including the physical security, cyber-security, etc, applicable to Materiel System requirements) and to [ … achieve / support the Commonwealth’s achievement of …] system security accreditation; and

Note to drafters: Amend to suit SOW (Acquisition) clause 4.6.6.

* + 1. in relation to the system safety program, the strategy for undertaking this program, including:
       1. the standards and approach for program implementation;
       2. the schedule for the conduct of hazard analyses and interactions with other programs, such as the Human Engineering, ILS, IRMT, and the growth, evolution and Obsolescence programs;
       3. the validation and integration of any extant safety-related data into the analysis;
       4. preparation of the Safety Case Report(s) and supporting evidence; and
       5. the approach to attaining any applicable design registrations and certifications.

**Integration, Verification and Validation Strategy**

Note to tenderers: The recommended number of pages for this element of the Project Strategy is 15 pages.

* 1. Tenderers are to describe the strategy for conducting the integration and Verification and Validation (V&V) activities for any resultant Contract (Acquisition), including:
     1. a summary graphic, showing how the tenderer plans to conduct its system integration activities as well as the V&V program defined in the draft SOW, including:
        1. the proposed integration strategy, with particular emphasis on the content and timing of activities to reduce integration risk;
        2. the overall flow of the integration, V&V, and delivery schedules for both the Mission System and the Support System;
        3. all significant integration and V&V activities and Milestones in the development phase associated with each major integration step and class of V&V;
        4. hardware and Software integration, including the expectations for incremental and/or complete builds of hardware and Software and the relationship to other events and activities under any resultant Contract (Acquisition);
        5. allowance for Defect resolution and regression testing activities; and
        6. any concurrent integration and V&V activities;
     2. a summary of each key activity and Milestone in the summary graphic, including:
        1. a brief description of the scope of work, including the expectations for each major step in hardware and Software integration and V&V;
        2. a description of the specific integration facilities and equipment required for each major step (eg, simulation / stimulation, integration laboratories, and fault assessment and management tools);
        3. entry and exit criteria, including dependencies on the Commonwealth and Associated Parties, where these add to or vary from Annex C to Attachment B of the draft Contract (Acquisition);
        4. identification of key activities to be performed or led by Subcontractors (Acquisition); and
        5. any significant assumptions, limitations and constraints;
     3. the rationale for the proposed integration and V&V strategy (eg, to prioritise the early integration of high complexity elements and/or the selection of specific facilities);
     4. an overview of the process for regression testing and management of Defect remediation activities;
     5. how the strategy addresses the key areas of risk for the integration and V&V programs, as identified in response to TDR B-A-7 (Risk Assessment and Risk Register);
     6. the significant interfaces and relationships between the Mission System and Support System V&V activities and how they will be sequenced;
     7. the extent (inclusive of assurance activities to ensure that the information is appropriate to the configuration, role and environment of the proposed solution) to which the tenderer intends to use supplier conformance certificates, and the results from previously conducted V&V activities, and underlying product data, as evidence to satisfy requirements;
     8. how current company standard procedures address the scope of V&V program activities required for the draft Contract (Acquisition), identifying those areas where new or modified procedures would be required;
     9. any support to be provided by the Contractor (Acquisition) to enable Acceptance V&V activities to be performed by the Commonwealth, as defined in the draft SOW;

Note to drafters: Delete the following requirement if not applicable. Amend if required.

Note to tenderers: The following subclauses are included in relation to product certification by Defence and/or external regulatory authorities, as applicable, to provide visibility of how specific requirements for certification will be integrated with V&V program activities.

* + 1. in relation to product certification, the strategy to achieve […system certification / type certification…], for the Mission System and relevant Support System Components from the applicable regulatory authorities;
    2. the strategy for Acceptance V&V of all requirements in the Certification Basis Description, including for the purposes of certification;
    3. the strategy for production Verification and the expected evolution across multiple systems (eg, changes from first article testing to second article testing to full production testing, as applicable), at which each production item of the Mission System is Verified; and
    4. the strategy for Support System Acceptance V&V.

**Integrated Logistic Support Strategy**

Note to tenderers: The recommended number of pages for this element of the Project Strategy is 30 pages.

* 1. Tenderers are to describe the strategy for conducting the ILS program (including Logistic Support Analysis (LSA)) for any resultant Contract (Acquisition), including:
     1. the ILS/LSA program context, including:
        1. the design maturity (degree of MOTS/COTS) of the proposed Mission System (as described in response to TDR B-B-2.1g)), the extent of design and development activities, and the implications for the ILS/LSA program;
        2. for major Support System Components (eg, a systems integration laboratory or full motion training simulator) that require development, the extent of the design and development activities, and the implications for the ILS/LSA program;
        3. a comparative analysis between the configuration, role and environmental requirements for the operating environments and support concepts of the new Mission System (as defined in the OCD), and the same parameters for any major existing elements of the Mission System and Support System in operation elsewhere in the world; and
        4. the extent to which existing data would be used in the ILS/LSA program, and the process to ensure that existing data is consistent with the support concepts and is suitable for the purposes of the ILS/LSA data items in the draft Contract (Acquisition);
     2. a summary graphic, showing how the tenderer plans to conduct the ILS/LSA program defined in the draft SOW, including:
        1. key ILS/LSA events and activities related to the major work streams and draft Contract phases identified in the overall strategy (see TDR B-A-1.1); and
        2. ILS-related Mandated System Reviews and Internal System Reviews;
     3. a summary of each key activity and Milestone in the summary graphic, including:
        1. a brief description of the scope of work;
        2. entry and exit criteria, including dependencies on the Commonwealth and Associated Parties, where these add to or vary from Annex C to Attachment B of the draft Contract (Acquisition); and
        3. any significant assumptions, limitations and constraints;
     4. the identification of the standards (eg, DEF(AUST) 5691, S3000L™) to be used in the conduct the ILS/LSA program (including sub-programs such as Level Of Repair Analysis (LORA) and Reliability-Centred Maintenance (RCM)) and/or a summary table of standard procedures that will be applied to these activities, for analysis of all of the Support System Constituent Capabilities (Operating Support, Maintenance Support, Engineering Support, Training Support and Supply Support), including:
        1. for the identified LSA standard only (ie, not for sub-programs such as LORA), the rationale (eg, expected outcomes) for each LSA task / activity to be included in the LSA program, and the reasons for excluding any other LSA tasks / activities; and
        2. a summary of how the selected LSA tasks / activities, from the identified LSA standard, will be tailored to the needs of the Materiel System and LSA program;
     5. the proposed criteria for identifying candidate items (ie; the hardware and Software items on which more detailed LSA will be performed);
     6. how the strategy will integrate the ILS/LSA program with systems engineering, specialty engineering, and other programs, to ensure that Supportability of the Mission System and Support System is addressed coherently and consistently;
     7. how the tenderer proposes to conduct requirements analysis for the Support System (eg, in order to develop the Support System Specification), including the related LSA activities (from clause 1.6d(i) above) and identifying any areas of the requirements for which modelling would be appropriate (including rationale);
     8. the identification of, and rationale for, the tools to be used to conduct analysis (eg, models), to capture analysis results and collate extant data (eg, an LSA Record), and to prepare ILS data items (eg, such as recommended resource lists);
     9. how the strategy addresses the key areas of risk for the ILS/LSA program, as identified in response to TDR B-A-7 (Risk Assessment and Risk Register);
     10. how the strategy integrates Subcontractor (Acquisition) involvement in ILS/LSA activities; and
     11. how the Technical Data requirements will be analysed, to enable the effective and efficient provision of in-service support by Defence, the Contractor (Support) and Associated Parties, including summaries of the proposed approaches:
         1. to identify the Technical Data required, consistent with the operational and support concepts described in the OCD;
         2. for obtaining and assimilating new and existing sources of Technical Data into a complete and coherent Technical Data solution;
         3. for the development and management of electronic technical publications, when applicable; and
         4. for ensuring access to Technical Data, as required by Defence and other support providers, in the context of Intellectual Property (IP), International Traffic in Arms Regulations (ITARs), and any other restrictions.

**Strategy for Defining and Reducing the Total Cost of Ownership**

Note to tenderers: This strategy is to provide the Commonwealth with an understanding of the tenderer’s techniques and methodologies to determine the Total Cost of Ownership and, where possible, to identify the system cost drivers and the opportunities to influence them. The recommended number of pages for this element of the Project Strategy is 10 pages.

* 1. Tenderers are to describe the strategy for conducting the Life Cycle Cost (LCC) program under any resultant Contract (Acquisition), including:
     1. the scope of the LCC program, identifying any exclusions, assumptions, limitations and constraints;
     2. a description of the LCC model to be developed, including proposed data sets and the modelling software to be used;
     3. a description of the processes to be followed in the conduct of LCC analysis;
     4. a summary of each key activity and Milestone in relation to the LCC program (noting that LCC estimates are presented at MSRs), including entry and exit criteria (if any);
     5. any key dependencies, including Commonwealth data, required for the LCC program;
     6. how the tenderer plans to engage with the Commonwealth to identify and prosecute cost of ownership reduction opportunities;
     7. the major cost drivers, and other identified areas of opportunity to reduce the total cost of ownership, including:
        1. the rationale for identification as a cost driver, cross-referencing the tenderer’s LCC results in the Financial response volume as applicable;
        2. those parts of the OCD (eg, COIs or use scenarios) that are major cost drivers for the proposed solution (eg, “the requirement to go off-road means solutions must all be tracked…” etc); and
        3. FPS requirements that are major cost drivers for the proposed solution (eg, some requirements may preclude COTS/MOTS components, or unrealistic availability requirements may drive Mission System and Support System architectures);
     8. how, for cost drivers identified in response to clause 1.7g, the tenderer would analyse opportunities to reduce the cost of ownership, including the key activities (eg, design decisions) to be used to evaluate and potentially implement those opportunities; and
     9. how the tenderer would evaluate the net effect of any tradeoff that involved a transfer of costs between the Mission System and the Support System, or acquisition and support phases; or between the Commonwealth, the Contractor (Acquisition) (including Subcontractors (Acquisition)), and the Contractor (Support) (including Subcontractors (Support)).

Note to drafters: The following requirement is optional, and is suggested for those tenders where the concept of operations, support concept and technical solutions are likely to be well defined. The specific content may be adjusted to reflect the requirements of the tender.

* 1. To assess the relationship between variations in the proposed Materiel System solution and the effect on LCC, tenderers are to:
     1. identify any areas where the proposed solution can deliver additional performance or capacity for a minimal change to LCC (eg, resulting from an upfront investment or between 0% and 5% change in annual cost); and
     2. describe the impact to the annual LCC cost calculation if the Commonwealth were to increase / reduce [… INSERT CONTEXT FOR ROE (EG, annual operating hours) …] by [...INSERT VARIATION (EG, "20%")...] for 12 months.

Note to tenderers: While tenderers may identify an opportunity to reduce the total cost of ownership, if that opportunity falls outside the scope of a compliant tender, then it cannot be evaluated unless presented as an alternative proposal (refer COT clause 2.15).

1. relevant experience (CORE)

**Systems and Software Experience**

Note to tenderers: The Commonwealth needs to understand the tenderer’s experience in engineering large, complex, Software-intensive systems in a similar domain, as this can lower the assessed risk of producing similar systems.

* 1. Tenderers are to provide details, from the referenced projects, to illustrate recent relevant systems and Software experience. The details should include a description of the systems from the referenced projects in terms of mission, functionality, safety risks, technology, magnitude (eg, number of interfaces, proportion of code changed) and other characteristics. Where relevant, comparisons between referenced projects and the requirements of the draft Contract (Acquisition) should be drawn. Relevant lessons learned and their application to the draft Contract (Acquisition) should also be discussed.
  2. Tenderers are to provide a description of the estimating process used for the Software to be provided under any resultant Contract (Acquisition) (including new, modified and existing Software), and relate this process to previous experience, so as to demonstrate the relevance and applicability of the estimating process to the Software to be provided under any resultant Contract (Acquisition) (cross-referencing to TDR B-B-5 (Software List), Software products in the Contract Work Breakdown Structure (CWBS, as required), activities in the CMS and Software personnel in the staffing profile,as applicable). The description should be sufficient to enable the Commonwealth to perform an independent feasibility assessment of the estimating assumptions, technique and outputs for size, effort, duration and productivity for the proposed work.
  3. Tenderers are to identify and arrange a point of contact in the customer organisations for each referenced project, to enable the Commonwealth to verify claims of systems and Software experience.

**System Safety Program Experience**

Note to tenderers: The Commonwealth needs to understand the tenderer’s experience in similar system safety programs as part of an assessment of risk with the tenderer’s proposal.

* 1. Tenderers are to provide details, from the referenced projects, to illustrate recent relevant experience in safe design and in managing Materiel Safety. Specifically, tenderers are to:
     1. identify the system and provide at least three examples of major safety risks associated with the design and application and how these risks were addressed;
     2. identify the safety standards used and the approach taken to apply those standards;
     3. describe the approach and methodologies used to ensure the system is safe, so far as is reasonably practicable;
     4. describe the approach used to develop a safety certification basis or safety baseline;
     5. identify the certifying authority or authorities for required design registration(s); and
     6. if applicable, describe the treatment of Software-related safety risks.

**ILS and LSA Experience**

Note to tenderers: The Commonwealth needs to understand the tenderer’s experience in similar ILS programs as part of an assessment of risk associated with the tenderer’s proposal.

* 1. Tenderers are to provide details, from the referenced projects, to illustrate recent relevant experience in conducting ILS and LSA programs of similar scope and technical complexity to the draft Contract (Acquisition). Specifically, tenderers are to:
     1. summarise the major supplies for the referenced projects and describe the deployment of mission systems, safety and mission criticality, and the technology and complexity of the supplies;
     2. outline the support concept, including the scope of the customer’s internal support, external support (eg, contracted), resource ownership and the distribution of major elements of the supply chain;
     3. describe the ILS and LSA programs in terms of requirements definition, Mission System design and Supportability, resource determination, V&V, and engagement of support provider organisations; and
     4. provide a relevant comparison between the ILS and LSA programs of the referenced projects and the draft Contract (Acquisition).
  2. Tenderers are to identify and arrange a point of contact in the customer organisations for each referenced project, to enable the Commonwealth to verify claims of ILS experience.

1. CONTRACT WORK BREAKDOWN STRUCTURE AND DICTIONARY (CORE)

Draft SOW (Acquisition) reference: clause 3.2.4

Note to tenderers: The Commonwealth needs to understand how the tenderer plans to undertake the activities defined in the draft SOW (Acquisition) and to ensure that:

1. tenderers have sound technical, cost and schedule control mechanisms in place;
2. technical control is integrated with cost and schedule control via the Contract Work Breakdown Structure (CWBS); and
3. Subcontractors’ (Acquisition) work activities are consistent with and integrated into the CWBS.
   1. Tenderers are to provide a draft Contract Work Breakdown Structure (CWBS) and CWBS Dictionary, in accordance with DID-PM-DEF-CWBS and based on the Work Breakdown Structure Dictionary for the Contract Summary Work Breakdown Structure (CSWBS) elements in Attachment M to the draft Contract (Acquisition).
   2. The draft CWBS is to contain as much detail as necessary to demonstrate that technical control is integrated with cost and schedule control, and to demonstrate an understanding of the work effort required to successfully complete any resultant Contract (Acquisition), including those tasks associated with the:
      1. requirements analysis, system definition, architectural design, detailed design, production, and V&V for the Mission System at the system and subsystem levels;
      2. design, development, production and V&V for all Mission System Configuration Items (CIs), inclusive of both hardware and Software;
      3. requirements analysis, system definition, system design, and V&V of the Support System at the system level;
      4. requirements analysis, design, development, production and V&V of Support System Components; and
      5. activities to meet the requirements of Sovereign Industrial Capability Priorities.
   3. The draft CWBS is to be prepared and provided in a tool such that it can be reviewed at any level of expansion (for instance using ‘outline mode’ in Microsoft Word or Excel).
   4. The CWBS dictionary is to be keyed to the CWBS index and is to define the scope of each CWBS element in the CWBS.
4. CONTRACT MASTER SCHEDULE (CORE)

Draft SOW reference: clause 3.2.3

Note to tenderers: The Commonwealth needs to:

1. understand the tenderer’s time-based sequence of activities, as defined in the CWBS;
2. assess the level of schedule risk associated with the tenderer’s proposal (including proposed Subcontractors (Acquisition));
3. ensure that time estimates and dependencies are realistic and consistent with the tasks defined in the CWBS Dictionary; and
4. ensure that the proposed Subcontractors’ (Acquisition) time-based sequence of activities are realistic and consistent with the Contract Master Schedule (CMS).
   1. Tenderers are to provide a draft Contract Master Schedule (CMS) (in both hard copy and soft copy) in accordance with DID-PM-DEF-CMS (with sufficient detail to meet the requirements described in clauses 4.2 to 4.4) in the form of a Gantt Chart in Microsoft Project, Open Plan Professional or other agreed scheduling software.
   2. The draft CMS is to contain as much detail as necessary to demonstrate an understanding of the work effort and schedule control required to successfully complete any resultant Contract (Acquisition), including those tasks associated with:
      1. the requirements analysis, system definition, architectural design, detailed design, production, and V&V for the Mission System at the system and subsystem levels;
      2. the design, development, production, and V&V for all Mission System CIs, inclusive of hardware and Software;
      3. the requirements analysis, system definition, system design, and V&V of the Support System at the system level;
      4. the requirements analysis, design, development, production and V&V of Support System Components; and
      5. activities to meet the requirements of Sovereign Industrial Capability Priorities.
   3. The draft CMS is to include a description of each Milestone, identification of the organisation primarily responsible for its accomplishment (Contractor (Acquisition), Subcontractor (Acquisition) or Commonwealth), and a scheduled date for its accomplishment.
   4. The draft CMS is to be capable of showing the schedule information for the control accounts and work packages in the EVMS.
5. KEY STAFF POSITIONS (CORE)

Draft COC (Acquisition) reference: clause 3.6

Draft SOW reference: clause 3.4

Note to tenderers: The Commonwealth needs assurance that the tenderer understands the staff-related risks and risk drivers in the draft Contract (Acquisition) and that the successful tenderer can fill the Key Staff Positions with Key Persons in the required timescale.

Key Staff Positions normally include the Project Manager, Systems Engineering Manager, Software Development Manager (for contracts with a significant Software component), and any key domain experts such as Radar Design Engineers, IT System Design Engineers, Safety Experts, etc. Key Staff Positions also apply to skills for which there is an industry shortage.

* 1. Tenderers are to identify Key Staff Positions for any resultant Contract (Acquisition) based on the required program activities and perceived risks.
  2. For each Key Staff Position identified in accordance with clause 5.1, tenderers are to provide, in the tenderer’s own format, a position/person specification. The position components of the position/person specifications are to include: position title, reporting relationships (both programmatic and technical), delegated authority levels, duties and responsibilities. The person components of the position/person specification are to include: qualifications, training, essential experience, desirable experience, and other attributes required of the person filling the position.
  3. Tenderers are to identify the numbers of staff meeting the person specifications for each Key Staff Position identified in accordance with clause 5.1, for the organisational entity (including proposed Subcontractors (Acquisition)), and actually performing the relevant tasks in those positions.

Note to drafters: Choose an option based on the need to identify Key Persons, by name, in the tender response. Having named individuals can improve confidence in tender responses, but may have less relevance if ODIA or Effective Date will not occur in the short term.

|  |
| --- |
| Option A: Include when potential Key Persons do not need to be identified by name.   * 1. Tenderers are to describe their strategy to fill the Key Staff Positions identified in response to clause 5.1. |

|  |
| --- |
| Option B: Include when potential Key Persons are to be identified by name.   * 1. Tenderers are to nominate the Key Persons proposed to fill the Key Staff Positions identified in response to clause 5.1. Tenderers should also provide a brief description of the proposed Key Persons, explaining how their qualifications and experience will meet the requirements of that Key Staff Position.   2. Where the tenderers do not nominate personnel to fill the Key Staff Positions in response to clause 5.5, tenderers are to describe their strategy to fill the Key Staff Positions. |

1. STAFF/SKILLS PROFILE (CORE)

Note to tenderers:  The Commonwealth needs to understand the tenderer’s proposed staff/skills profile to assess the tenderer’s proposed schedule and the associated risks.

* 1. Tenderers are to provide aggregate, labour-category-based, time-phased plans for the use of human resources in the performance of any resultant Contract (Acquisition), which:
     1. identifies the staffing requirements on a month-by-month basis;
     2. is consistent with the work identified in the CMS provided in response to TDR B-A-4; and
     3. breaks down the staff requirements into the labour categories identified by the tenderer, including those labour categories identified in response to TDR A-D‑13 (eg, project management, commercial, systems and specialist engineering, ILS, Software, V&V, and the various trades involved in production).
  2. Tenderers are to separately provide the information required by clause 6.1 for any proposed Approved Subcontractors (Acquisition) that would provide items that require significant development under any resultant Contract (Acquisition).
  3. Tenderers are to provide each of the staff/skills profiles in Microsoft Excel or the scheduling software used in response to TDR A-D-7.

1. Risk Assessment and Risk Register (CORE)

Note to tenderers: The Commonwealth needs to understand the tenderer’s assessment of the risks associated with the draft Contract (Acquisition), particularly the budget and schedule allocated to treat risks and the residual risk exposure.

* 1. Tenderers are to provide a fully costed risk register prepared in accordance with DID-PM-MGT-PMP, which summarises the tenderer’s assessment of the risks associated with the performance of any resultant Contract (Acquisition), including in relation to technical, commercial, legal, financial, operational and schedule aspects.

1. MANDATED SYSTEMS AND PROCESSES (CORE)

Note to tenderers: The recommended number of pages for this tender response is seven pages (not including any copies of certifications, accreditations or similar that may be provided).

* 1. Tenderers are to describe the systems and processes for effective Project Management and appropriate governance under any resultant Contract (Acquisition), as applicable, including:
     1. an overview of the Earned Value Management System (EVMS) that would be applied to any resultant Contract (Acquisition), including:
        1. identification of any proposed deviations from the AS 4817-2006 and the Defence Supplement to AS 4817-2006;
        2. the interfaces between the various information management systems that would be employed to meet the EVMS requirements of the draft Contract (Acquisition) (eg, accounting, scheduling, EVMS data accumulation and reporting systems);
        3. how Approved Subcontractor (Acquisition)performance data would be integrated into the EVMS performance reporting;
        4. if an EVMS is currently used by the tenderer, an overview of the tenderer’s experience using the EVMS, summarising the contract types, their relevance, values, EVMS standards applied and any formal recognition of the EVMS; and
        5. if an EVMS is not currently used by the tenderer, the tenderer’s plan for implementing an EVMS that meets the requirements of the draft Contract (Acquisition);
     2. a description of the Quality Management System (QMS) and processes that would be applied to the scope of work under any resultant Contract (Acquisition), including:
        1. certification details for the QMS, including the certifying body, standard, and sites to which the certification applies;
        2. statements of recognition for the QMS from government and Defence regulatory authorities, and industry organisations;
        3. how the tenderer’s current QMS applies to the scope of the draft Contract (Acquisition) and how the QMS would be expanded for any new activities and capabilities; and
        4. how Subcontractor (Acquisition)design, development, integration, manufacturing and/or installation activities would be verified for compliance with contractual requirements and for quality assurance (eg, Subcontractor (Acquisition) certified QMS, Independent V&V agents, specialist training or specific technological support);
     3. a description of how the tenderer’s Work Health and Safety (WHS) policies, processes and procedures (including safety risk assessment procedures) would be applied to the scope of work to be performed under any resultant Contract (Acquisition), and how these would be managed and communicated throughout the organisation (eg, by use of a WHS Management System); and

Note to drafters: If Environmental management issues will not be applicable to any resultant Contract (Acquisition), then the following clause may be deleted.

* + 1. a description of how the tenderer’s Environmental management policies, processes and procedures would be applied to the scope of work to be performed under any resultant Contract (Acquisition), and how these would be managed and communicated throughout the organisation (eg, by use of an Environmental Management System).

1. Problematic Substances and Problematic Sources used on Commonwealth Premises (CORE)

Draft SOW reference: clause 9.1

Note to tenderers: Commonwealth policy on Problematic Substances is detailed in the Defence Safety Manual. Commonwealth policy on Problematic Sources is detailed in the Defence Radiation Safety Manual. Problematic Substances and Problematic Sources to be used on Commonwealth Premises require the Approval of the Commonwealth Representative. Such Approval will not be granted if the use of a substance or source infringes any Australian Federal, State or Territory legislation.

Refer to TDR B-B--9 for Problematic Substances and Problematic Sources within the Supplies.

* 1. Tenderers are to indicate if they propose to use any Problematic Substances or Problematic Sources on Commonwealth Premises while performing work under any resultant Contract (Acquisition). If so, tenderers are to indicate what these Problematic Substances and Problematic Sources are, and the purposes for which they will be used, under any resultant Contract (Acquisition).

1. FACILITY AND INFORMATION AND COMMUNICATIONS TECHNOLOGY SYSTEMS SECURITY ACCREDITATION CLEARANCE REQUIREMENT (Optional)

Draft COC (Acquisition) reference: clause 11.10

Note to drafters: Include this clause if any requirement for Facility or ICT accreditation has been specified at Item 17 of the Details Schedule in the draft COC (Acquisition). Classified information should not be included in an RFT, except in exceptional circumstances. If the RFT is to include classified information, drafters should consult their Project Security Officer.

Note to tenderers: Refer to the Details Schedule in the draft COC (Acquisition) regarding the security classification and categorisation of work, facility accreditations, Information and Communications Technology (ICT) system accreditations, and COMSEC material transmission requirements, as applicable, that are necessary for the performance of any resultant Contract (Acquisition).

For further information on COMSEC, classification, categorisation, accreditations, and access to the DSPF, tenderers should contact the Contact Officer specified in the Details Schedule.

* 1. Tenderers are to provide the following details for all premises proposed in their tender to be used for the storage of classified documents, classified assets, or the housing of ICT systems for the processing of data with a Security Classification or Business Impact Level up to and including the level identified in the Details Schedule of the draft COC (Acquisition):
     1. physical address of facility;
     2. facility accreditation(s) held (type and level), when granted and by whom; and
     3. ICT system accreditation(s) held (type and level), when granted and by whom.
  2. If appropriate accreditations are not held, then tenderers are to indicate their willingness to undergo the procedures for obtaining the requisite accreditations.
  3. Tenderers are to provide the above information in relation to all Subcontractors (Acquisition) who will require access to security classified information.
  4. Not used.

1. GOVERNMENT FURNISHED FACILITIES (OPTIONAL)
   1. Not used.