SUPPORT GENERAL (CORE)

1. CONTRACT WORK BREAKDOWN STRUCTURE AND DICTIONARY (optional)

Draft SOW reference: clause 3.2.3

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

1. tenderers have sound technical, cost and schedule control mechanisms in place; and
2. Subcontractors’ work activities are consistent with and integrated into the CWBS.

Tenderers should note that DID-SSM-CWBS requires the CWBS to be structured around the Contract Summary WBS (CSWBS) breakdown that forms the basis of the Prices for Recurring Services in TDR A-D. The Contract version of the CWBS will use the negotiated version of the payment schedules as the CSWBS.

* 1. Tenderers are to provide a draft Contract Work Breakdown Structure (CWBS) and CWBS Dictionary, in accordance with DID-SSM-CWBS based on the Contract Summary WBS (CSWBS) elements in Attachment M to the draft Contract (Support), including those below.

Note to drafters: Drafters should amend this CSWBS (and the WBS Dictionary in Attachment M to the draft COC (Support)) to reflect the high-level breakdown of the required work. CSWBS definition below level 2 should be avoided to allow tenderers the latitude to express how they wish to structure work. Drafters should ensure that the CSWBS structure below is consistent with the price breakdown for Recurring Services in TDR A-D.

* + 1. Support Services Management;
    2. Operating Support;
    3. Engineering Support;
    4. Maintenance Support;
    5. Supply Support;
    6. Training Support; and
    7. Support Resources.
  1. The draft CWBS is to contain as much detail as is necessary to demonstrate an understanding of the work effort required to successfully achieve the end objective of any resultant Contract (Support) and to ensure that technical control is integrated with cost and schedule control.
  2. 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).
  3. The CWBS Dictionary is to be keyed to the CWBS index and is to define the scope of each CWBS element in the CWBS.

1. support services MASTER SCHEDULE (optional)

Draft SOW reference: clause 3.2.2

Note to drafters: The Support Services Master Schedule (SSMS) is optional. If the draft Contract (Support) has no significant milestones, then an SSMS and this TDR may not be required and this requirement can be replaced with ‘Not used’. Note also that a draft Phase In Plan and draft Ramp Up Management Plan (from TDR C-B-3) should address the activities and events required to establish Services, including the Operative Date.

Where the Services will support an annual work plan, fleet availability or deployment plan (or similar) details should be provided with the RFT to enable the draft SSMS to be developed.

Note to tenderers: The Commonwealth needs to:

1. understand the tenderer’s time-based sequence of activities;
2. assess the level of schedule risk associated with the tenderer’s proposal (including proposed Subcontractors (Support));
3. ensure that time estimates and dependencies are realistic and consistent with the tenderers proposed staff/skills profile; and
4. ensure that the proposed Subcontractors’ (Support) time-based sequence of activities are realistic and consistent with the Support Services Master Schedule (SSMS).
   1. Tenderers are to provide a draft Support Services Master Schedule (SSMS) (in both hard copy and soft copy) in accordance with DID-SSM-SSMS (with sufficient detail to meet the requirement described in clauses 2.2 to 2.3) in the form of a Gantt Chart in Microsoft Project, Open Plan Professional or other agreed scheduling software.
   2. The draft SSMS 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 (Support).
   3. The draft SSMS is to include a description of each Milestone (where applicable), identification of the organisation primarily responsible for its accomplishment (Contractor (Support), Subcontractor (Support) or Commonwealth), and a scheduled date for its accomplishment.
5. KEY staff positions (CORE)

Draft COC reference: clause 3.12

Draft SOW reference: clause 9.1

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

Key Staff Positions would normally include the Engineering Manager, Maintenance Manager, the Software Development Manager (for contracts containing a significant software component), and any key domain experts such as Safety experts, etc. Key Staff Positions would also apply to those capabilities for which there is an industry shortage.

* 1. Tenderers are to identify Key Staff Positions for any resultant Contract (Support) based on the activities in the draft Contract (Support) and the perceived risks.
  2. For each Key Staff Position identified in response to clause 3.1, 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 specifications 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 components of the position/person specifications for each Key Staff Position identified in response to clause 3.1 for the organisational entity (including proposed Subcontractors (Support)), and the numbers of staff actually executing the relevant tasks of the Key Staff Positions their current roles.

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 Operative Date will not occur in the short term; for example, if the Contract (Support) commences several years after a Contract (Acquisition).

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| 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 3.1.   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 clause 3.1. Tenderers are to 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 3.5, tenderers are to describe their strategy to fill the Key Staff Positions. |

1. RISK Management (Core)

Note to tenderers: The Commonwealth needs to understand the tenderer’s assessment of the risks associated with the implementation of any resultant Contract (Support).

* 1. Tenderers are to provide a detailed risk assessment for the performance of any resultant Contract (Support) which:
     1. identifies the risks associated with the tendered proposal, including technical, commercial, legal, financial, operational and schedule risks and risks relating to health, safety and the Environment;
     2. categorises those risks according to the likelihood and consequence of their occurrence; and
     3. in relation to each risk identified (in response to clause 4.1a), indicates how the tenderer proposes to reduce, accept or otherwise manage that risk.

1. QUALITY STATEMENT (Core)

Draft SOW reference: clause 11

Note to tenderers: The successful tenderer will be required to have, at the Operative Date, a Quality Management System (QMS) Certified to AS/NZS ISO 9001:2015 ‘Quality Management Systems – Requirements’. The QMS for any resultant Contract (Support) will require a Certification scope that is appropriate for the work to be undertaken.

If Software and firmware design changes are included in the draft Contract (Support) scope, the QMS will need to be structured to control software development by the application of suitable guidelines or development standards agreed by the Commonwealth. Examples of suitable software development guidelines include the ‘Standards Association of Australia (SAA) Handbook HB 90.9 Software Development - Guide to ISO 9001:2000’ or similar guidelines published by appropriate standards bodies and as agreed to by the Commonwealth Representative.

Tenderers may be required to undergo an assessment by the Commonwealth of their QMS if deemed necessary, as part of the tender evaluation.

The response to this Quality Statement should be no more than five pages of text (not including printed material, such as certificates, other relevant approvals and exclusions details). Tenderers should not provide a Quality plan or manual in their response as these will not be considered in the tender evaluation.

* 1. Tenderers are to provide information on their QMS, including details of their Certification status, the current Certification level and scope, and the Certification body providing the Certification. Tenderers are to include copies of any certificates issued, and recognition by other organisations (ie, an ADF regulatory / assurance authority) relevant to the draft Contract (Support).
  2. If the tenderer’s QMS is Certified to AS/NZS ISO 9001:2015, tenderers are to provide copies of those parts of their quality manual which describe and justify permissible exclusions under section 1.2 of the standard.
  3. If the tenderer's QMS has not yet achieved Certification to AS/NZS ISO 9001:2015, tenderers are to describe arrangements to obtain Certification, including timescale, the proposed Certification body and the standard to be attained.
  4. Tenderers are to provide a statement detailing how the scope of their Certified QMS is to be applied to the overall scope of work under any resultant Contract (Support). The statement should identify how any out-of-scope activities will be managed and verified (eg, by the development of new capabilities, by subcontracting, etc).
  5. If Engineering Services are required under the draft Contract (Support), tenderers are to describe how the QMS is structured to control the design and development (ie, modification) of hardware and Software by the application of a suitable development or guidance standard to any resultant Contract (Support).
  6. Tenderers are to identify each proposed Subcontractor (Support) (if any) expected to perform hardware or Software design, development, production or installation activities, or safety-critical Maintenance activities, and describe how the Quality of their work would be assured (eg, Subcontractor QMS, independent Quality assurance agents, or by other means).

1. Problematic SUBSTANCES and Problematic Sources (Core)

Draft SOW (Support) reference: clause 12.1

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 (that are required to be Approved Substances) and Problematic Sources to be used in providing Services will require the Approval of the Commonwealth Representative. Such Approval will not be granted if the use of the substance or source infringes any legislation of the Commonwealth, State or Territory of Australia.

Note to drafters: Identify significant example Problematic Substances that a contractor may be required to use in accordance with Product information (eg, Maintenance manuals) that will be supplied (ie, as GFI/GFD) or specified by the Commonwealth (eg, OEM manuals). Where the list is extensive, include a sample list spanning the different classes, or a listing of the applicable classes, for those Problematic Substances with higher risk categories (eg, ’flammable liquid 3, oxidising agent 5.1’).

* 1. Tenderers are to describe the system(s) and processes that would be applied under any resultant Contract (Support) to manage the safe use, handling, storage and disposal of Problematic Substances, such as:

* + 1. [DRAFTER TO INSERT SUBSTANCE OR CLASS AND CATEGORY]; and
    2. [DRAFTER TO INSERT SUBSTANCE OR CLASS AND CATEGORY].

Note to drafters: Identify the Problematic Sources (eg, ’laser class 3R’) that a contractor may be required to use and/or that are included in CMCA (eg, operative checks for repaired Products performed in accordance with specified Maintenance manuals) or that a contractor may be required to store (eg, radioactive material). If no Problematic Sources are applicable to the Services, replace the following clause with ’Not used’.

* 1. Tenderers are to describe the system(s) and processes that would be applied under any resultant Contract (Support) to manage the safe use, handling and/or storage of Problematic Sources, such as:
     1. [DRAFTER TO INSERT SOURCE OR CLASS]; and
     2. [DRAFTER TO INSERT SOURCE OR CLASS].
  2. Tenderers are to identify any known Problematic Substances that would require Approval under clause 12.1.1.1 of the draft SOW (Support), or any known Problematic Sources that would require Approval under clause 12.1.4 of the draft SOW (Support), but which are not addressed by clauses 6.1 or 6.2. If so, tenderers are to identify the Problematic Substances and Problematic Sources, identify the purposes for which they will be used and describe the system(s) and processes that would be applied under any resultant Contract (Support) to manage the safe use, handling, storage and disposal of those Problematic Substances or Problematic Sources (as applicable) if not already addressed in the response to clauses 6.1 or 6.2.

1. FACILITY and information and communications technology systems security accreditation (Optional)

Draft COC (Support) reference: clause 11.10

Note to drafters: Include this clause if any requirement for Facility or ICT Accreditation has been specified at Item 18 of the Details Schedule in the draft COC (Support). Classified information should not be included as part of an RFT, except in exceptional circumstances. If the RFT is to include classified information, drafters should consult with their Security Officer.

Note to tenderers: Refer to the Details Schedule in the draft COC (Support) for details regarding the security classification and categorisation of work, and the facility accreditations and Information and Communications Technology (ICT) system accreditations (if any) that are required for the performance of any resultant Contract (Support).

For further information on Communications Security (COMSEC), classification, categorisation and accreditations, and for access to the Defence Security Principles Framework (DSPF), tenderers should contact the Contact Officer specified in the Tender Details Schedule.

* 1. Tenderers are to provide the following details for all premises proposed in their tender that will 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 the Details Schedule in the draft COC (Support):
     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 who will require access to security classified information.

1. GOVERNMENT FURNISHED SERVICES (Optional)

Draft COC reference: clause 3.9

*Attachment E to the draft COC* (Support)

Note to drafters: Include this clause if clause 3.9 has been included in the draft COC (Support).

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| Option: For when the Commonwealth is mandating or proposing GFS.  Note to tenderers: All GFS that has been mandated or proposed by the Commonwealth (if any) is detailed in Attachment E to the draft COC (Support). |

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| Option: For when the Commonwealth will allow tenderers to propose GFS.  Note to tenderers: Additional GFS may be proposed by tenderers for the purposes of any resultant Contract (Support). |

* 1. Tenderers are to provide the following details:
     1. details of the proposed use of the GFS;
     2. any assumptions (eg, cost, schedule etc) that tenderers have made in their tender relevant to use of that GFS; and
     3. any other requirements or arrangements that tenderers would require relevant to use of that GFS.

Note to tenderers: In relation to any Commonwealth or tenderer proposed GFS, tenderers are to specify in TDR A-D-2, the additional cost elements to be added to the tendered price should any or all of the GFS not be made available.

* 1. Tenderers are to state their compliance with the dates and time periods proposed by the Commonwealth in Attachment E to the draft COC (Support) or provide an alternative proposal.

1. PERFORMANCE Management (CORE)
   1. If a tenderer wishes to submit an alternative proposal in relation to any aspect of the performance management framework in the draft Contract (Support), the tenderer is to comply with clause 2.15 of the COT.
   2. The aspects of the performance management framework that may be the subject of an alternative proposal may include:
      1. the Review Periods;
      2. the KPIs;
      3. the weightings for the KPIs;
      4. the Performance Implementation Period;
      5. Performance Incentives; and
      6. the OPMs.
2. CONTINUOUS IMPROVEMENT AND EFFICIENCY (CORE)
   1. Tenderers are to provide an overview of how the Continuous Improvement and Efficiencies (CIE) Program will be managed, including:
      1. the program requirements for the analysis of potential Efficiencies and the preparation and processing of Efficiencies Analysis Implementation Reports (EAIRs);
      2. the methodology, systems, processes, and tools to be used for undertaking the CIE Program, including for managing the implementation of Approved Efficiencies;
      3. the mechanisms to be used to enable the Contractor (Support)to monitor the plan for implementing each Approved Efficiency and how deviations from the plan will be recognised and acted upon; and
      4. the mechanisms to be used to report implementation progress for an Approved Efficiency to all stakeholders, including the Commonwealth.
   2. Tenderers are to provide a statement regarding the proposed CIE program for any resultant Contract (Support), including details of a proposed regime that would promote the ongoing identification and implementation of Efficiencies over the life of the Contract (Support), while achieving the Commonwealth’s goals of reduced Total Cost of Ownership and, where necessary, enhancement of the Capability.