Project Strategies and Experience

1. PROJECT STRATEGY (CORE)

Note to drafters: Strategies describe the tenderer’s approach to delivering the draft Contract. Strategies are requested instead of draft plans. Plans can require certain content and a level of detail that is not necessary for evaluation purposes.

Note to tenderers: Strategies are to include a concise description of how the tenderer proposes to undertake the scope of work under any resultant Contract. Strategies should be specific to the draft Contract and not contain generic background or marketing material.

Strategies will inform plans and other data items to be drafted pre-contract or under any resultant Contract. Tenderers are not required to submit draft management plans.

Strategies should reflect the application of a tenderer’s standard procedures. If those procedures are essential to understanding a Strategy, they should be referenced in the Strategy and provided with the tender, in a data pack. Note that the Commonwealth will only evaluate the strategies, not any additional content that may be included in standard procedures.

Note to drafters: The sum of the recommended pages for all Strategies is 140 pages. A higher maximum number of pages (eg, 150 pages) allows for some flexibility. If changing a strategy (or if a strategy is removed), update the total pages in the following note to tenderers.

The total number of pages of text for all tendered Strategies should not exceed 150 pages (A4 size or equivalent). The recommended number of pages per strategy excludes ‘summary graphics’, organisational and relationship diagrams, and any information that is explicitly excluded. When requested, ‘summary graphics’ may be presented on a single A3 or A2 sized page prepared in the tenderer’s format, but should be printable by the Commonwealth without specialised software (eg, a searchable and printable PDF is suitable).

**Overall Project Strategy**

Note to drafters: The Overall Project Strategy will inform the Project Management Plan and related plans of any resultant Contract. DO NOT request draft plans related to this requirement.

Note to tenderers: The ‘overall project strategy’ should provide context for all members of the Commonwealth evaluation team, without the need for deep specialist knowledge of particular disciplines. The recommended number of pages for this strategy is 35 pages (not including any copies of certificates and accreditations supporting clause 1.1k).

* 1. Tenderers are to provide an overall project strategy to deliver the Supplies and to meet the other requirements of any resultant Contract. The overall project strategy shall:
     1. contain a summary graphic, showing how the tenderer plans to conduct the program of work defined in the draft Statement of Work (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. include 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 and dependencies on the Commonwealth and Associated Parties, where these add to or vary from Attachment C of the draft Contract; and
        3. any significant assumptions, limitations and constraints;
     3. describe the strategy for integrating the effort and outputs of the various functional disciplines, such as engineering, Integrated Logistic Support (ILS), Configuration Management (CM), Verification and Validation (V&V), and Australian Industry Capability (AIC);
     4. contain a rationale, describing how the overall project strategy addresses key areas of risk identified in response to TDR E-6 (Risk Assessment and Risk Register);
     5. describe the tenderer’s proposed organisational structure for any resultant Contract;
     6. identify work locations and the strategy for integrating work outcomes from the different locations, including those of proposed Approved Subcontractors;
     7. describe the proposed Subcontracting strategy, appropriately cross-referencing and limited to the Subcontractors listed in response to TDR A-3 (Schedule of Proposed Subcontractors), including:
        1. identifying all relevant proposed Subcontracts, the purpose of each, and the proposed Subcontractor (if known/selected);
        2. identifying which Subcontractors would be classified as Approved Subcontractors on the basis of the scope of work, including the rationale;
        3. describing how the work and outcomes for each proposed Approved Subcontract will be integrated into the proposed program of work (including in relation to information sharing and processes) – provide information specific to the draft Contract, rather than generic processes for managing Subcontracts; and
        4. describing how supply chain security has been addressed through the proposed Subcontracting strategy;

Note to drafters: If using the ASDEFCON Linkages Module (Strategic), include the words in square brackets if the tender is to cover both the Contract (Acquisition) and Contract (Support).

* + 1. in respect of implementing Transition [… under the Contract (Acquisition), and the Phase In and Ramp Up under the Contract (Support)…], describe how the strategy would coordinate these activities with, as applicable:
       1. site-installation activities on Commonwealth Premises;
       2. the Acceptance V&V program;
       3. delivery to and the Training of Commonwealth operators/users and support units/agencies;
       4. the Contractor (Support) and Approved Subcontractors (Support); and
       5. the organisations phasing out those systems superseded by the new Materiel System (ie, to minimise disruption to Defence Capability during the change-over);
    2. describe the strategy for acquiring and maintaining the key resources (other than Key Persons) needed to perform any resultant Contract, including:
       1. assumptions and constraints due to other programmed work and future projects;
       2. the availability of skilled and qualified personnel, cross-referencing the response to TDR E-5 (Staff/Skills Profile) as applicable;
       3. for significant physical resources, including any additional Technical Data, Facilities and IT infrastructure that have not been included in the list of GFM or GFF offered by the Commonwealth as part of this request for tenders; and
       4. any other significant resource requirements (eg, Technical Data rights, Software development environment);

Note to drafters: Delete reference to TDR E-1.1l when an EVMS is not applicable.

* + 1. describe the overall strategy for cost and schedule control, and reporting (cross-referencing, as required, to the tenderer’s responses to TDR E-4 and E-1.1l);
    2. include brief statements to the suitability of the tenderer’s Quality Management System, Work Health and Safety Management System, and Environmental Management System, as applicable to the requirements of the draft Contract, which may be supported by certifications and accreditations (copies of which may be provided with the tender);

Note to drafters: Delete the following when an EVMS is not applicable.

* + 1. contain a statement describing the Earned Value Management System (EVMS) that would be applied, including any significant deviations from AS 4817:2019 and CASG Manual (PM) 006, and how Approved Subcontractor performance data would be integrated; and
    2. identify the tenderer’s expectations of the Commonwealth Representative / project office in order to implement the overall project strategy, including to co-ordinate the inputs of Commonwealth stakeholders.

Note to tenderers: The Key Staff Positions response for clause 1.2 is not included in the recommended number of pages for the overall project strategy above.

* 1. Tenderers are to identify Key Staff Positions for any resultant Contract, consistent with the strategies tendered in response to this Annex (eg, Project, Systems Engineering and ILS Managers, Software Manager, safety and security experts, or skills for which there is a critical shortage). For each Key Staff Position:
     1. identify a position title and the related duties, responsibilities and delegated authorities;
     2. propose a Key Staff Position specification, defining the qualifications, training, essential and desirable experience, and any other personal attributes required to fill the position;
     3. identify the number of staff in the tenderer’s organisation, including proposed Approved Subcontractors, with the qualifications, skills and experience described in response to clause 1.2b, currently undertaking equivalent roles to the Key Staff Position; and
     4. describe the tenderer’s strategy to fill the Key Staff Position.

**Systems Engineering Strategy**

Note to drafters: This Strategy will inform the Systems Engineering Management Plan and related plans of any resultant Contract. DO NOT request draft plans related to this requirement.

Note to tenderers: The recommended number of pages for this Strategy is 35 pages of text.

* 1. Tenderers are to describe the strategy for conducting the engineering activities for any resultant Contract, including:
     1. in the context of the proposed technical solution and maturity of the Mission System (described in response to TDR F-2) and an analysis of the configuration, role and environment (described in the Operational Concept Document (OCD)), a description of the engineering program including the extent of design and development required and the implications that has for the engineering program, such as the development cycle(s) to be adopted;
     2. a summary graphic, showing how the tenderer plans to conduct the systems engineering and specialty engineering programs defined in the draft SOW, including:
        1. key events and activities related to the major work streams and draft Contract phases identified in the overall project strategy (see TDR E-1.1);
        2. the integration of the specialty engineering strategies (see TDR E-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 and dependencies on the Commonwealth and Associated Parties, where these add to or vary from Attachment C of the draft Contract; 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 used to undertake and structure the engineering program, and the factors to be addressed when tailoring these standards;
     5. a description of how requirements analysis for the Mission System will be performed, identifying the approximate order of activities (including rationale) and requirements for which modelling would be appropriate (including rationale);
     6. a description of how standard company procedures address the engineering activities required for the draft Contract, identifying any need for new or modified procedures;
     7. the strategy to address key areas of risk identified in response to TDR E-6 (Risk Assessment and Risk Register), and any Technical Performance Measures to be used;
     8. the strategy for engineering governance and technical control, referring to the Work Breakdown Structure (WBS), product breakdown structure, Subcontract boundaries, and technical specifications;
     9. the strategy to achieve and maintain any required organisational certifications;
     10. the integration of Subcontractor engineering activities; and
     11. the strategy for conducting Software engineering activities, particularly in relation to:
         1. Software selection, including the selection criteria, use of Commercial-Off-The-Shelf (COTS) / Military-Off-The-Shelf (MOTS) Software or open-source Software, and Software supply chain considerations;
         2. Software assurance and Software Certification activities, including (as applicable) Software-related Security Accreditations;
         3. developing Software assessed as safety critical and/or mission critical;
         4. a measurement program to assess the progress of Software development; and
         5. assumptions in relation to 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 F-5 response as required, and comparing these assumptions to industry norms/standards for the type of Software.

**Specialty Engineering Strategy**

Note to drafters: This Strategy will inform a number of Specialty Engineering plans for any resultant Contract. DO NOT request draft plans related to this requirement.

Amend the following clauses to only include specialty engineering activities significant enough to influence the tender outcome. If amended, update the recommended number of pages.

Note to tenderers: The recommended number of pages for this strategy is 15 pages of text (with the majority for the system security and system safety programs). A separate summary graphic is not required as this should be part of the systems engineering strategy.

* 1. Tenderers are to describe their strategies for conducting, and achieving the objectives of, the specialty engineering programs under any resultant Contract, including in relation to:
     1. the growth, evolution and Obsolescence program, how the program would address the tenderer’s response to TDR F-3, System Evolution and Growth;
     2. Integrated Reliability, Maintainability and Testability engineering, how the program will enable operational readiness and mission success requirements in the Function and Performance Specification (FPS) to be satisfied, and the methods for Verification;
     3. Logistics Engineering, how the program will ensure that design considerations for the Mission System address Supportability (referencing the ILS strategy as applicable);
     4. the Human Engineering program, the determination of physical layouts, the development of human-system interfaces, and the conduct of human workload analyses for the design of the Mission System and Support System Components;
     5. the Electromagnetic Environmental Effects (E3) program, how the E3 requirements set out in the FPS will be satisfied, and the methods for Verification;

Note to drafters: Amend the following to the Contractor’s responsibilities. Refer to the Defence Security Principles Framework (DSPF) and Information Security Manual, as applicable.

* + 1. system security (including physical security, Emanation Security (EMSEC), ICT security and cyber-security), how the system security program will address security requirements for the Materiel System and [ … achieve/support the Commonwealth’s achievement of …] applicable Security Authorisations; and

Note to drafters: Amend to suit the tailoring of SOW clause 4.6.6, System Safety.

* + 1. the system safety program, the standards and approach to be used, including for:
       1. hazard analyses and the application of safe design principles to eliminate hazards and minimise risks;
       2. the validation and integration of any extant safety-related data;
       3. preparation of the Safety Case Report(s) and supporting evidence; and
       4. the approach to attaining any applicable design registrations and certifications.

**Integration, Verification and Validation Strategy**

Note to drafters: This Strategy will inform the V&V Plan and related plans, to be developed for any resultant Contract. DO NOT request draft plans related to this tender data requirement.

Note to tenderers: The recommended number of pages for this strategy is 15 pages of text.

* 1. Tenderers are to describe the strategy for conducting the integration and Verification and Validation (V&V) activities for any resultant Contract, including:
     1. a summary graphic, showing how the tenderer plans to conduct its system integration activities and 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, installation (if applicable), and the 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 expectations for incremental and/or complete builds of hardware and Software and the relationship to other activities;
        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 and dependencies on the Commonwealth and Associated Parties, where these add to or vary from Attachment C of the draft Contract;
        4. identification of the key activities to be performed or led by Subcontractors; and
        5. any significant assumptions, limitations and constraints;
     3. a 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 processes for regression testing and managing Defect remediation;
     5. the strategy to address the key areas of risk for the integration and V&V programs, as identified in response to TDR E-6 (Risk Assessment and Risk Register);
     6. the significant interfaces between Mission System and Support System V&V activities;
     7. the extent (inclusive of assurance activities to ensure that information is appropriate to the configuration, role and environment of the proposed solution) to which the tenderer intends to use suppliers’ Certificates of Conformity, results from previously conducted V&V activities, and underlying Product data, as evidence to satisfy requirements;
     8. a description of how company standard procedures address the scope of the V&V program, identifying those areas where new or modified procedures would be required;
     9. any support to be provided by the Contractor 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 relate to product certification and providing visibility of how 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/assurance authorities, including in relation to the applicable Security Authorisations;
    2. the strategy for Acceptance V&V of all requirements in the Certification Basis Description, including for the purposes of certification;
    3. the expected evolution of Mission Systems (eg, from first to second article, to full production) and how each production item of the Mission System is to be Verified; and
    4. the strategy for Support System Acceptance V&V.

**Integrated Logistic Support Strategy**

Note to drafters: This Strategy will inform the Integrated Support Plan and related plans of any resultant Contract. DO NOT request draft plans related to this tender data requirement.

Note to tenderers: The recommended number of pages for this strategy is 30 pages of text.

* 1. Tenderers are to describe the strategy for conducting, and achieving the objectives of, the ILS program (including Logistic Support Analysis (LSA)) for any resultant Contract, including:
     1. the factors that influence the scope and context of the ILS/LSA program, including:
        1. the design maturity of the proposed Mission System (described in response to TDR F-2) and the extent that design and development activities influence scope;
        2. any design and development activities applicable to major Support System Components (eg, systems integration laboratory or full motion training simulator);
        3. if applicable, a comparative analysis of elements of the Mission System and Support System in operation elsewhere in the world, with applicable configuration, role and environmental factors;
        4. any relevant Australian Industry Activity(s) (AIAs) identified in Attachment F of the draft Contract; and
        5. the extent of existing data to be used, and the process to ensure that data is suitable for the support concepts and the ILS/LSA data items in the draft Contract;
     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 project strategy (see TDR E-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 and dependencies on the Commonwealth and Associated Parties, where these add to or vary from Attachment C of the draft Contract; and
        3. any significant assumptions, limitations and constraints;
     4. the identification of standards (eg, DEF(AUST)5691, S3000L™) to be used (including for sub-programs such as Level Of Repair Analysis (LORA) and Reliability-Centred Maintenance) and/or a summary table of procedures to be applied to the analysis of each of the Support System Constituent Capabilities (Operating Support, Maintenance Support, Engineering Support, Supply Support and Training Support), including:
        1. for the identified LSA standard only (ie, not for sub-programs such as LORA), the purpose and expected outcomes for each LSA task/activity to be undertaken, and the reasons for excluding any LSA tasks/activities; and
        2. a summary of how the LSA tasks/activities will be tailored to the Materiel System, including the criteria for identifying the candidate items for analysis (ie; the hardware and Software items on which more detailed LSA will be performed);
     5. how the ILS/LSA program will be integrated with systems engineering, specialty engineering, and other programs, to ensure that the Supportability of the Mission System and the Support System is addressed coherently and consistently;
     6. the identification of, and rationale for, tools for analysis (eg, models), to capture analysis results and to collate extant data (eg, an LSA Record), and to prepare ILS data items (eg, such as recommended resource lists);
     7. the strategy to address the key areas of risk for the ILS/LSA program, as identified in response to TDR E-6 (Risk Assessment and Risk Register);
     8. how the strategy integrates Subcontractor involvement in ILS/LSA activities; and
     9. how Technical Data requirements will be analysed, to ensure the effective and efficient provision of in-service support by Defence, the Contractor (Support) and Associated Parties, including summaries of the proposed approaches, as applicable:
        1. to identify the Technical Data required to be delivered, consistent with the operational and support concepts described in the OCD;
        2. for obtaining and assimilating new and existing sources of Technical Data;
        3. for the development and management of electronic technical publications; and
        4. for ensuring access to (including sublicensing of) Technical Data 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 drafters: This Strategy informs the Life Cycle Cost Management Plan for any resultant Contract. DO NOT request draft plans related to this tender data requirement.

Note to tenderers: The recommended number of pages for this strategy is 10 pages of text.

* 1. Tenderers are to describe the strategy for conducting the Life Cycle Cost (LCC) program under any resultant Contract, including:
     1. the scope of the program, the LCC model to be used, and any assumptions, limitations and constraints applicable to the program scope or modelling software;
     2. the major cost drivers that present opportunities to reduce ownership costs, including:
        1. the rationale for identification as a cost driver;
        2. any OCD or FPS requirements creating major cost drivers (eg, unrealistic system availability, or requirements that preclude COTS/MOTS components); and
        3. in respect of clause 1.7b(ii), the key activities (eg, design decisions) to be used to evaluate and potentially implement those opportunities; and
     3. how the tenderer would evaluate trade-offs that transfer costs between the Mission System and Support System, and between acquisition and support life-cycle phases.

Note to tenderers: Opportunities to reduce the total cost of ownership that fall outside the scope of a compliant tender, can only be evaluated as an alternative proposal (refer COT clause 2).

1. relevant experience (CORE)

Note to tenderers: The tenderer’s past performance, described in response to Annex A (ie, TDR A-2), should include ‘referenced projects’ to demonstrate relevant experience.

* 1. If requested by the Commonwealth during the tender evaluation period, tenderers are to arrange points of contact, in the customer organisations for referenced projects (identified in response to TDR A-2), to enable the Commonwealth to verify claims of systems and Software engineering, System Safety, System Security, and ILS/LSA experience.

**Systems and Software Experience**

* 1. Referring to the referenced projects in response to TDR A-2, tenderers are to demonstrate systems engineering and Software experience by describing the systems and program in terms of the mission, functionality, safety risks, technology, magnitude (eg, number of interfaces, proportion of code changed), integration requirements and other characteristics that are relevant to the requirements of the draft Contract.
  2. Tenderers are to refer to their response to clause 2.2, and demonstrate the relevance of that experience to estimating the effort described by the Software List provided in response to TDR F-5. The description should be sufficient to enable an independent feasibility assessment of the estimating assumptions, technique and outputs for size, effort, duration and productivity for the proposed work.

**System Safety Program Experience**

* 1. Tenderers are to provide details from the referenced projects (cross-referencing TDR A-2 as applicable), to illustrate relevant experience in safe design and Materiel Safety, including:
     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 and methodologies used to ensure that the systems were safe, so far as is reasonably practicable;
     3. describe the approach used to develop a safety certification basis or safety baseline and identify the relevant certifying / design registration authority (or authorities); and
     4. if applicable, describe the treatment of Software-related safety risks.

**System Security Program Experience**

* 1. Tenderers are to provide details, from the referenced projects (cross-referencing TDR A-2 as applicable), to illustrate relevant experience in secure design and managing relevant security domains (eg, physical security, EMSEC, ICT security, and cyber security). Specifically, tenderers are to:
     1. identify the system and describe the associated security considerations, including for ICT security and cyber security, the Targets of Security Assessment (ToSAs) and the implications for safety and operational effectiveness;
     2. identify the security standards used, and describe the approach and methodologies used, to ensure that the system was As Secure As Reasonably Practicable; and
     3. if applicable, describe how the Software development methodology enabled the achievement of the required security outcomes.

**ILS and LSA Experience**

* 1. Tenderers are to provide details, from the referenced projects described in response to TDR A-2, to illustrate relevant experience in ILS and LSA programs of similar scope and technical complexity to the draft Contract. Specifically, tenderers are to:
     1. outline the support concepts, including the deployment of mission systems and the scope of the customer’s internal support, external support, resource ownership and the distribution of major elements of the supply chain; and
     2. describe the ILS and LSA programs of the referenced projects, in terms of requirements, complexity, Mission System Supportability, resource determination, and support organisations to provide a relevant comparison to the scope of the draft Contract.

1. CONTRACT WORK BREAKDOWN STRUCTURE AND DICTIONARY (CORE)

Draft SOW reference: clause 3.2.4

* 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 Contract Summary Work Breakdown Structure elements in Attachment M to the draft COC.
  2. The draft CWBS is to demonstrate that technical control is integrated with cost and schedule control, and provide sufficient detail to demonstrate an understanding of the work effort required to successfully complete any resultant Contract, including tasks associated with:
     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. the Australian Industry Capability program.
  3. The draft CWBS is to be 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 define the scope of each CWBS element in the CWBS.

1. CONTRACT MASTER SCHEDULE (CORE)

Draft SOW reference: clause 3.2.3

Note to tenderers: The CMS should present a realistic time-based sequence of the activities defined in the CWBS, integrating the work of proposed Subcontractors, demonstrating that time estimates and dependencies are realistic and consistent with the CWBS Dictionary, and providing the Commonwealth with a basis for evaluating the assessment of schedule risk.

* 1. Tenderers are to provide a draft Contract Master Schedule (CMS) (in PDF and as a data file for the applicable software package) in accordance with DID-PM-DEF-CMS 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 sufficient detail to demonstrate an understanding of the work effort and schedule control required to fulfil any resultant Contract, including 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. the Australian Industry Capability program.
  3. The draft CMS is to describe each Milestone, identify the party primarily responsible for its achievement (eg, Contractor or Commonwealth), and a scheduled date for accomplishment.

Note to drafters: Delete the following clause if an EVMS is not required for the draft Contract.

* 1. The draft CMS is to be capable of showing the schedule information for the control accounts and work packages in the Earned Value Management System (EVMS).

1. STAFF / SKILLS PROFILE (CORE)

Note to tenderers:  A staff/skills profile provides an understanding of personnel-related risk.

* 1. Tenderers are to provide (in Microsoft Excel or the scheduling software used in response to TDR E-4.1) aggregate, labour-category-based, time-phased plans for the use of human resources in the performance of any resultant Contract, which:
     1. identifies the staffing requirements on a month-by-month basis, consistent with the draft CMS provided in response to TDR E-4;
     2. breaks down the staff requirements into labour categories; and
     3. identifies the Australian and New Zealand workforce.
  2. Tenderers are to separately provide the information required by clause 5.1 for any proposed Approved Subcontractors that would undertake significant development and production work.

1. Risk Assessment and Risk Register (CORE)

Note to tenderers: Assessed risks, and the budget to treat risks and residual risk exposure, should correlate to the pricing of risk (ie, Management Reserve) in response to TDR D-2.

* 1. Tenderers are to provide a risk register prepared in accordance with DID-PM-MGT-PMP, which demonstrates the tenderer’s assessment of the risks associated with the performance of any resultant Contract.

1. DEFENCE INDUSTRY SECURITY PROGRAM, PHYSICAL AND INFORMATION / CYBER SECURITY REQUIREMENTS (CORE)

Draft COC reference: clause 11.10

Note to drafters: Include this clause if DISP membership at Level 1 or above applies. 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 regarding the DISP membership level for Physical Security and Information / Cyber Security elements, and Communications Security (COMSEC) material transmission requirements, as required, for any resultant Contract.

For further information and access to the Defence Security Principles Framework (DSPF), refer to the Security Classification and Categorisation Guide attached to the draft Contract, or contact the Contact Officer specified in the Details Schedule.

* 1. Tenderers are to provide the following details for all premises proposed to be used for the storage of classified documents, classified assets, or the housing of ICT systems for the processing of data, up to and including the Physical Security and Information / Cyber Security Defence Industry Security Program (DISP) membership levels identified in the Details Schedule of the draft COC:
     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 DISP membership levels are not held, tenderers are to indicate their willingness to undergo the process to obtain the requisite DISP membership, or if unable to obtain DISP membership because it is not an Australian company, the tenderer is to advise:
     1. the applicable Security of Information Agreement or Arrangement (SIA); and
     2. how they would meet requirements equivalent to the DISP membership requirements of the draft Contract and any risks associated with contract execution or management.
  3. Tenderers are to provide the above information in relation to all Subcontractors who will require access to security classified information.

1. GOVERNMENT FURNISHED MATERIAL (CORE)

Draft COC references: clauses 3.7, 5.1 and 5.6, and Attachment E

Draft SOW reference: clause 3.13

Note to drafters: Develop Attachment E to the draft COC to list GFM and enable tenderers to transfer GFM into the tender response format (shown below).

Note to tenderers: Government Furnished Material (GFM), mandated or proposed by the Commonwealth (if any), is detailed in Attachment E to the draft COC. Additional GFM may be proposed by tenderers for any resultant Contract. Refer to TDR D for any additional costs (specific prices), to be added to the tendered price, if optional (non-mandated) GFM is not be made available.

* 1. Tenderers are to provide the requested detail in accordance with the GFM Tender Response Format at Table E-1 below. Details for the required GFM may be transferred from Attachment E to the draft Contract into the tenderer’s response.
  2. If tenderers propose changes to the quantities, dates, locations or time periods proposed in Attachment E to the draft COC, these changes should be clearly identified in their response (ie, columns c to f of Table E-1, GFM Tender Response Format).
  3. Tenderers are to specify in column h of Table E-1, GFM Tender Response Format, whether, in accordance with clause 5.1.4 of the draft COC:
     1. the tenderer or a proposed Subcontractor owns all of the IP in the proposed GFM (eg, if a proposed Subcontractor is an OEM: ‘Y – IP owned by [name of Subcontractor]’); or
     2. the tenderer (or a nominee) proposes to own the IP created in respect of the GFM under any resultant Contract, and the reason for ownership (eg, ‘Y – [reason for ownership]’).

Table E-1: GFM Tender Response Format

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Item Description | Reference / Part Number | Quantity | Delivery Date and Location | Return Date and Location | Time Period for Inspection | Technical Data and Software Restrictions (if applicable) | Tenderer owns or is to own new IP in GFM (Y/N) and reason if ‘Y’ | Export Restrictions (if applicable) | Comments / Intended Purpose |
| a | b | c | d | e | f | g | h | i | j |
| Commonwealth Mandated GFM - GFE | | |  |  |  |  |  |  |  |
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| Commonwealth Mandated GFM - GFD | | |  |  |  |  |  |  |  |
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| Non-mandated GFM - GFI | | |  |  |  |  |  |  |  |
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| All other non-mandated GFM | | |  |  |  |  |  |  |  |
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Notes for Table E-1:

1. Item Description: A description of the item of GFM.
2. Reference / Part Number: A reference, part number, document number, or other identifier that clearly identifies the item of GFM.
3. Quantity: The quantity of the item of GFM to be delivered (or made available) by the Commonwealth.
4. Delivery Date and Location: The date on and location at which the item of GFM is to be delivered by the Commonwealth.
5. Return Date and Location: The date on and location at which the item of GFM is to be returned to the Commonwealth.
6. Time Period for Inspection: The period within which the Contractor, under any resultant Contract, is required to inspect the item of GFM and notify the Commonwealth in accordance with clause 3.13.1 of the draft SOW.
7. Technical Data and Software Restrictions: Any restrictions on the Technical Data or Software within an item of GFM that is in addition to the licence terms granted by the Commonwealth under clause 5.6 of the draft COC (if applicable).
8. Tenderer owns or is to own new IP in GFM: A declaration of whether or not the IP created under any resultant Contract (or a Subcontract) with respect to the item of GFM is to be owned by the Contractor pursuant to clause 5.1.4 of the draft COC. For evaluation purposes tenderers are to provide justification for any proposed ownership in new IP in GFM.
9. Export Restrictions: Any restrictions derived from Export Approvals to which an item of GFM is subject to (if applicable).
10. Comments / Intended Purpose: The purpose for which the item of GFM is provided to the Contractor, under any resultant Contract, and any comments that are supplementary to the information provided in columns (a) to (i).
11. GOVERNMENT FURNISHED FACILITIES (OPTIONAL)

Draft COC reference: clause 3.8

Attachment O to the draft COC

Draft SOW reference: clause 3.19

Note to drafters: Include this clause if clause 3.8 is included in the draft COC. If GFF will not be offered, the following clauses can be deleted and the heading annotated with ‘Not used’.

Note to tenderers: All Government Furnished Facilities (GFF), mandated or proposed by the Commonwealth (if any) is detailed in Attachment O to the draft Contract. Refer to TDR D for any additional costs, to be added to the tendered price, should GFF not be made available.

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

* 1. Tenderers are to summarise the proposed use of the GFF and any specific GFF Licensed Areas describe any assumptions) made in relation to their tender, and identify any other arrangements required, relevant to use of that GFF.
  2. Tenderers are to state their compliance with the dates and time periods proposed by the Commonwealth in Attachment O to the draft Contract or provide an alternative proposal.

1. Government Furnished Services (OPTIONAL)

Draft COC reference: clause 3.10 and Attachment E

Note to drafters: Include this clause if clause 3.10 has been included in the draft COC.

Note to tenderers: All Government Furnished Services (GFS), mandated or proposed by the Commonwealth (if any), are detailed in Attachment E to the draft COC. Refer to the ‘Specific Prices’ worksheet of the ACQPW for Specific Prices to be tendered if GFS is not made available.

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

* 1. Tenderers are to summarise the proposed use of Government Furnished Services (GFS), any relevant assumptions (eg, cost, schedule), and any other arrangements relevant to the tender.
  2. Tenderers are to state their compliance with the dates and time periods proposed by the Commonwealth in Attachment E to the draft Contract, or provide an alternative proposal.