Procurement Documents

Part II

Tender Specifications

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1 Overview of this Tender

1.1 Introduction to EASA

The European Aviation Safety Agency, (hereinafter "EASA", "the Agency" or "the Contracting Authority"), is an agency of the European Union, which has been given specific regulatory and executive tasks in the field of aviation safety. The Agency constitutes a key part of the European Union's strategy to establish and maintain a high uniform standard of safety and environmental protection in civil aviation at European level. Further information can be found on the Agency's Website.

1.2 Description of the Contract

The services/supplies required by EASA under the contract to be potentially awarded as a result of this call for tenders are described in the **Technical Specifications in section 2** of the present tender specifications.

1.3 Timetable

Summary timetable	Date	Comments
Launch date	05/04/2017	
Deadline for addressing requests for clarification to EASA	22/05/2017 at 17:00h*	
Last date on which clarifications are issued by EASA	24/05/2016 at 17:00h*	Tenderers are advised to check the eTendering website on a regular basis for possible updates and/or clarifications. Clarifications will be sent to all invitees simultaneously; confidential data such as the name of the tenderer will be deleted.
Deadline for Submission of Tenders	**02/06/2017**	Tenders delivered by hand shall be submitted not later than 17:00h*
Opening Session (if any)	12/06/2017 at 09:30h*	Maximum one legal representative per participating tenderer may attend the opening session. Tenderers shall inform the Agency of their intention to attend, at least 5 working days prior to the opening session.
Completion Date for Evaluation of Tenders	September 2017	Estimated
Signature of Contracts	September 2017	Estimated

**Cologne Local Time*

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1.4 Eligibility - Participation in the Tender Procedure

This procurement procedure is open to any natural or legal person wishing to bid for the assignment and established in any of the European Union Member States, Norway, Iceland, Liechtenstein or Switzerland. Under the Stabilisation and Association Agreements (SAA) economic operators from Albania, the Former Yugoslav Republic of Macedonia (FYROM), Montenegro, Serbia, Bosnia & Herzegovina and Kosovo are also eligible to submit a tender.

Tenderers must not be in any situation of exclusion under the exclusion criteria indicated in section 3.1 / Annex II of these tender specifications and must have the legal & regulatory capacity to allow them to participate in this tender procedure (see section 3.2.1).

Moreover, the tenderers must comply with applicable environmental, social and labour law obligations established by Union law, national legislation, collective agreements or the international environmental, social and labour conventions listed in Annex X to the Public Procurement Directive[2]

Please note that any attempt by a tenderer to obtain confidential information, enter into unlawful agreements with competitors or influence the evaluation committee or EASA during the process of examining, clarifying, evaluating and comparing tenders will lead to the rejection of his tender and may result in administrative penalties.

1.5 Joint Tenders - Participation of Consortia

Consortia may submit a tender on the condition that it complies with the rules of competition including satisfying the requirements under the exclusion criteria (see section 3.1) applicable to the award of the contract.

A consortium may be a permanent, legally-established grouping or a grouping which has been constituted informally for a specific tender procedure. All members of a consortium (i.e. the leader and all other members) are jointly and severally liable to the Contracting Authority.

For each consortium member, the tenderer must, **at the time of tender submission**[3]:

- ✓ Specify the company or person heading the project (the leader) and submit, a copy of the document authorising this company or person to submit a tender on behalf of the consortium (e.g. power of attorney) – *alternatively, if already available at the time of tender submission, a duly signed and dated (by each member) consortium agreement*.
- ✓ Submit the required declaration of honour on the exclusion (section 3.1) and selection (section 3.2) criteria – Annex II.
- ✓ Submit the required evidence for exclusion criteria (see section 3.1).
- ✓ For the selection criteria - economic & financial capacity (see section 3.2.2) and technical & professional capacity (see section 3.2.3) the evidence should be provided by each member of the consortium, but will

[2] Directive 2014/24/EU of the European Parliament and of the Council of 26 February 2014: http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex:32014L0024

[3] See also section 1.7 and Annex I – Tender Submission Form – for a summary / overview of documents to be submitted as part of the tender.

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be checked to ensure that the consortium as a whole fulfils the criteria *(e.g. not every consortium member needs to fulfil each of the criteria individually – but rather as a whole).*

- ✓ **In case of successful award & before contract signature**: the tenderer to whom the contract is to be awarded shall provide, at the latest, within 15 days following notification of award and preceding the signature of the contract, a duly signed and dated (by each of the consortium members) consortium agreement specifying the company or person heading the project and authorised to submit a tender on behalf of the consortium (unless already submitted at the time to tender submission).

The participation of an ineligible person will result in the automatic exclusion of that person. In particular, if that ineligible person belongs to a consortium, the whole consortium will be excluded.

1.6 Sub-contracting

Sub-contractors (including freelancers) must satisfy the requirements under the exclusion criteria (see section 3.1) applicable to the award of the contract.

If the identity of the intended sub-contractor(s) is already known at the time of submitting the tender, **for each sub-contractor**, the tenderer must, **at the time of tender submission**[4]:

- ✓ Indicate clearly **which parts of the work will be sub-contracted** (including freelance consultants, experts etc.) and **to what extent** (proportion in %). The sub-contractor must not sub-contract further.
- ✓ **Submit a duly signed and dated (by the sub-contractor) 'Sub-contractor Declaration' – Annex III** - confirming that they are not in any of the situations of exclusion / conflict of interest (see section 3.1) and pledging their irrevocable undertaking to collaborate with the tenderer, should he win the contract and that they will put all appropriate and necessary resources from their part at the tenderer's disposal for the performance of the contract.
- ✓ Submit the required evidence for technical & professional capacity (see section 3.2.3). Please note the evidence provided by each sub-contractor, for those applicable criteria, will be checked to ensure that the tenderer as a whole fulfils the criteria.

***Important Note:** If the identity of the sub-contractor(s) is not known at the time of submitting the tender, the tenderer who is awarded the contract will have to seek EASA's prior written authorisation before entering into a sub-contract. Where no sub-contracting is indicated in the tender the work will be assumed to be carried out directly by the bidder.*

1.7 Submission of Tenders

It is strictly required that tenders be presented in the correct format and include all documents necessary to enable the evaluation committee to assess them. Failure to respect these requirements will constitute a formal error and may result in the rejection of the tender. As a result, tenders must comply with the following conditions for submission.

[4] See also section 1.7 and Annex I – Tender Submission Form – for a summary / overview of documents to be submitted as part of the tender.

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1.7.1 Presentation of the Tender

Tenders must be submitted in accordance with the **double envelope system**:

Outer Envelope: The outer envelope or parcel should be sealed with adhesive tape, signed across the seal and carry the following information as shown in the diagram in 1.7.4 below:

- ✓ the ref. number of the invitation to tender: **EASA.2017.HVP.08**
- ✓ the project title: IT Application & Infrastructure Management Services (ITAIMS)
- ✓ the name of the tenderer
- ✓ the indication ***"Tender - Not to be opened by the internal mail service"***
- ✓ the address for submission of tenders *(as indicated in the tender docs)*
- ✓ the date of posting *(if applicable)* should be legible on the outer envelope

Inner Envelopes: The outer envelope must contain **three inner envelopes**, namely, Envelopes A, B and C. The content of each of these three envelopes must be as follows:

ENVELOPE A – ADMINISTRATIVE DOCUMENTS *(One signed original)*
✓ **Tender Submission Form** (front page of administrative documents) – using template in **Annex I.**
✓ **Declaration of Honour** (section 3.1 Exclusion Criteria) – using template in **Annex II.**
✓ *In case of sub-contracting (section 1.6):* **Sub-contractors Declaration – Annex III.**
✓ **Financial Identification Form –** using the template downloadable from the EASA Procurement Webpage: http://www.easa.europa.eu/the-agency/procurement The successful tenderer/s will be required to submit the ORIGINAL (paper) versions of the form
✓ **Legal Entity Form** (section 3.2.1 Legal & Regulatory Capacity) – using template from link below and the supporting documents requested in section 3.2.1: http://ec.europa.eu/budget/contracts_grants/info_contracts/legal_entities/legal_entities_en.cfm
✓ **Economic & Financial Capacity Documents** (section 3.2.2 Selection Criteria – Economic & Financial Capacity) – using template in **Annex IV.a** accompanied by the documents requested therein.
✓ *In case of consortia (section 1.5):* **Consortium agreement** (*if already available*), or, **powers of attorney** issued by the consortium members empowering the representative of the consortium leader (tenderer) to submit a tender of their behalf.
ENVELOPE B – TECHNICAL DOCUMENTS *(One signed original and three copies*)*

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✓	**Technical & Professional Capacity Documents** as requested in section 3.2.3.
✓	**Technical Offer** providing all information requested in section 3.3.1.
ENVELOPE C - FINANCIAL DOCUMENTS *(One signed original and three copies*)*	
✓	**Financial Offer** (section 3.3.2) using the template found in **Annex V.**

**The original tender must be marked "ORIGINAL", and the copies (identical in full to the original) marked "COPY".*

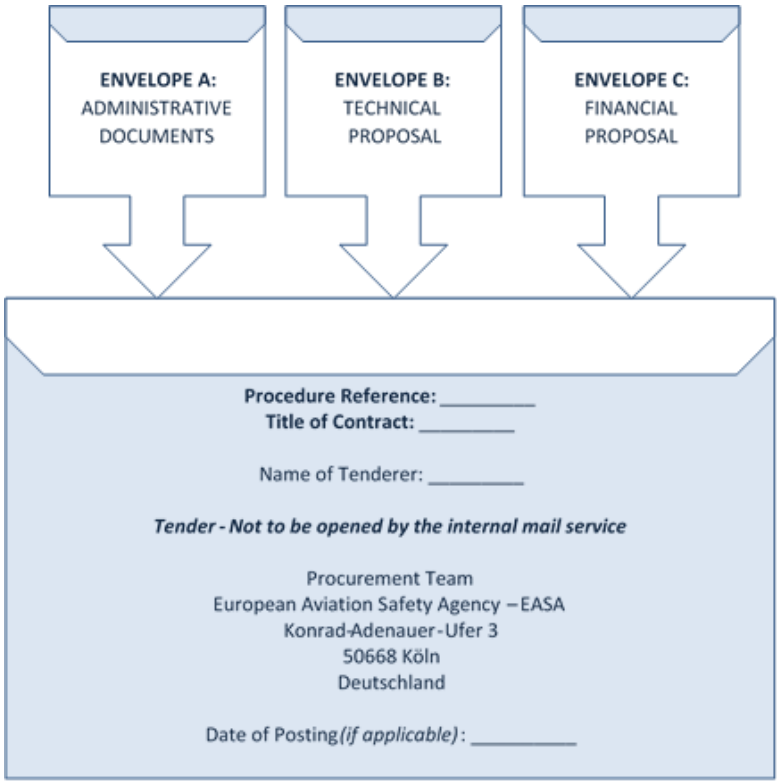
1.7.2 Language of the Tender

Tenders should be drafted in one of the official languages of the European Union, **preferably English.**

1.7.3 Division into Lots

This tender is not divided into lots. The tenderer must be in a position to provide all the services requested.

1.7.4 Tender Submission - Envelope Diagram



1.7.5 Submission modalities

Tender to be submitted via post mail/courier:

Tenders must be submitted no later than the deadline for submission of tenders indicated in Section 1.3 – Timetable, (Part II - tender specifications), either by:

- Post *(registered mail recommended)* or Courier: In this case, the evidence of the date of dispatch shall be constituted by the postmark or the date of the deposit / posting slip, or,

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- Hand Delivered / Delivered in Person: In this case, the tenderer must obtain a proof of receipt, signed and dated (including the time of submission) by the person who took delivery at EASA's Reception desk. Please note that EASA's Reception desk is open Monday to Friday, 08.00 – 18:00 (Cologne local time) except for public holidays.

Address for Submission by Post, Courier or in Person
Procurement Team European Aviation Safety Agency - EASA Konrad-Adenauer-Ufer 3 50668 Köln, Deutschland

**Important Note: Please inform EASA whether you intend to submit a tender, by writing to the address indicated above or sending an e-mail to the following e-mail address:*
tenders@easa.europa.eu

1.8 Environmental & Social Considerations

The Agency is committed to minimising the environmental impact of its everyday business activities, including, promoting an eco-friendly approach in its purchasing activity. Therefore, contractors of the Agency should also follow / adopt such environmental considerations and strive to be eco-friendly (i.e. reduce water, energy and waste consumption, actively recycle, using reusable / recyclable materials etc.) in their related business operations.

In addition, the contractor shall ensure compliance with any European and national rules on environmental protection, safety and health as well as, as already described in Section 1.4 above, the applicable environmental, social and labour law obligations.

It is strongly recommended that tenders are submitted in an environmentally friendly way, e.g. by choosing a simple and clear structure (list of contents and consecutive page numbering), double-sided printing, limiting attachments to what is required in the tender specifications (no additional material) and avoiding plastic folders or binders.

1.9 Period during which tenders are binding

The period of validity of tenders, during which tenderers may not modify the terms of their tenders in any respect is 4 months after the deadline for the submission of tenders. In exceptional cases, before the period of validity expires, EASA may ask tenderers to extend the period for a specific number of days, which shall not exceed 40.

The selected tenderer must maintain its tender for a further 60 days from the date of notification that his tender has been recommended for the award of the contract. The further period of 60 days is added to the initial period of 4 months irrespective of the date of notification.

1.10 Contacts between EASA and Tenderers

Contacts between EASA and tenderers are prohibited throughout the procedure save in exceptional circumstances and under the following conditions only:

Before the final date for submission of tenders:

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- At the request of the tenderer, EASA may provide additional information solely for the purpose of clarifying the procurement documents.

- Any request for clarification must be made in writing through the eTendering website at https://etendering.ted.europa.eu/cft/cft-display.html?cftId=2402 in the "questions and answers" tab, by clicking "create a question" and should indicate the reference number and the title of the tender.

- Requests for clarification received by EASA after the deadline for such requests for clarification as specified in section 1.3 – Timetable may not be processed.

- EASA may, on its own initiative, inform interested parties of any error, inaccuracy, omission or any other clerical error in the text of the procurement documents.

- Any clarifications including that referred to above will be posted on the eTendering website indicated above

After the opening of tenders:

- If, after the tenders have been opened, some clarification is required in connection with a tender, or if obvious clerical errors in the submitted tender must be corrected, the EASA may contact the tenderer, provided this does not lead to any substantial changes to the terms of the submitted tender.

1.11 Visits to EASA Premises

No site visits at EASA's premises are deemed necessary for this procedure.

1.12 Variants

Variants are not permitted.

1.13 Scope for modification/amendment of the contract

EASA may, under certain circumstances, extend the project in duration and/or scope subject to the availability of funding and to satisfactory performance by the contractor.

In cases mentioned, in Article 114a(3) of Regulation (EU, Euratom) No 966/2012 (for example for additional services, not included in this contract, but which would become necessary for the performance of the services under this contract etc.), the Contracting Authority may amend the contract of the contractor performing this contract, with ex-post publication of a notice for modification of contract on the Official Journal or publication on Internet.

For new services consisting in the repetition of services similar to the ones initially entrusted to the contractor under the contract, the Contracting Authority may make use of the negotiated procedure and potentially award the contract to the contractor performing this contract, with ex-post publication of a contract award notice on the Official Journal.

1.14 Contract Provisions

In drawing up your tender, you should bear in mind the provisions of the draft contract (see Part III of the Procurement Documents). In particular, the draft contract indicates the method and the conditions for payments to the contractor.

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***Important Note**: Submission of a tender implies acceptance of all the terms and conditions set out in the Procurement Documents (Contract Notice, Procurement Documents - Part I - invitation to tender, Part II - tender specifications and Part III - draft contract) and, where appropriate, waiver of the tenderer's own general or specific terms and conditions. It is binding on the tenderer to whom the contract is awarded for the duration of the contract.*

In this respect every tenderer is also required to sign a declaration to this effect in as part of the tender submission form in Annex I.

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2 Technical Specifications

These Technical Specifications (TS) will become an integral part of the contract that may be awarded as a result of the tender.

2.1 Introduction: Background to the Invitation to Tender

EASA was established in 2002 and is the European Union Authority for aviation safety. The main activities of the organisation include amongst others safety management, certification of aviation products and the oversight of approved organisations and EU Member States.

The scope of responsibilities of EASA continues to expand, while the staff levels are being kept at a stable level resulting in an increased workload. Consequently, EASA is seeking to better support the core and support business processes with information technologies in order to increase efficiencies.

In addition to that, information technologies available on the market are rapidly changing and allow increased levels of collaboration, automation and analytics, while attention to security is high on the agenda. Therefore, EASA is keen to exploit the new capabilities in information technology to facilitate its collaboration with the "EASA system" partners in a secure manner.

Based on the above drivers, EASA has defined its strategy on IT for the coming years, which is focussed on leveraging the value of information, a cross-organisational, consolidated and secure IT system landscape, fostering e-collaboration and a scalable and resilient IT as a service.

In order to close the gap between a high demand for IT and the internal technical capacity, EASA wishes to conclude a framework contract in cascade, for supporting the maintenance and operation of its IT Application and Infrastructure landscape supporting the IT services provided to the business, and the further evolution thereof, in order to realise EASA's strategy on IT and to keep on providing a reliable and secure IT system landscape.

2.2 Description of the Subject and Scope of the Contract

The Framework contract is composed by these following 2 main service areas:

Service Area 1: IT Application Development & Maintenance

Service Area 2: IT Infrastructure Set-up, Operations & Maintenance

2.2.1 Service Area 1: IT Application Development & Maintenance

Activities

The following service types are envisaged to be covered by Service area 1 (non-exhaustive list):

- ✓ Application management and support services (on premises and/or cloud application solutions):
  - Software roll-out and upgrade services;

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- Incident and problem management services;
- Enterprise Architecture services;
- Application operational support services;
- Application user support and training services;
- Access and authorisation management;
- IT application quality or security audits and reviews;
- Maintenance (corrective, adaptive and perfective) of information systems;
- Consultancy on IT Application security and Data protection;
- Consultancy on Application lifecycle management;
- Consultancy on IT strategy and technical roadmap;
- Technology market analysis.

Expected deliverables within these services may include (non-exhaustive list):

- Technical roll-out plans, communication and change planning;
- SLA documentation, key performance indicator reporting;
- Strategic and tactical data & IT Architecture support material (models/roadmaps/product flow diagrams/…);
- User manuals and training documentation;
- Technical maintenance documentation;
- IT application quality review/security audit reports (incl. recommendations, mitigating actions, action plan…);
- Application lifecycle management processes and procedures (using EASA templates);
- IT Application security and data protection standards documentation;
- IT standards compliance reports (including application security and data protection);
- AS-IS/TO-BE assessment reports and roadmaps;
- Product and market assessment reports.

✓ Application development services (on premises and/or cloud application solutions):

- Development and roll-out of new applications;
- Management of an Application development project;
- Business analysis & requirements analysis services;
- Development of proof of concept (POC);
- Development and roll-out of changes to running applications;
- System integration development services;

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- Data migration services;
- Technical specification services;
- Provision of specific product expertise;
- Testing services, including IT application penetration testing;
- Release management services;
- Data & solution architecture and design services;
- Software installation services.

Expected deliverables within these services may include (non-exhaustive list):

- Project Plan;
- Test Plan and Test Scenarios;
- Security Studies, Security Assessments;
- Functional Requirements and Business Case Analysis Documentation;
- Technical Analysis and specification of business processes, user requirements and applications;
- Risk Analysis;
- Architecture and Infrastructure analysis;
- Data Flow Analysis;
- Architecture and design of information systems;
- Prototypes;
- Design and development of information systems, user interfaces, services, component models and their interfaces, middleware component and relational databases;
- Proofs of concept;
- Functional and Technical IT Training.

Technical Environment

On the basis of the Framework contract, the IT Department intends to issue specific contracts in the scope of the above listed service types. The service provider shall assure that its service delivery team or project team has the technical capability and capacity to support and operate in the technical environments and technologies listed below and has any other capability to deliver the required services.

The contractor shall put measures in place to ensure the continued technical capability of its service delivery team or project team over the duration of the contract by providing sufficient training to its staff. It is to be noted that the list is a non-exhaustive list as new or changes to these technical services shall occur as a result of IT investment decisions. Consequently, additional technical expertise or training of the service delivery team or project team may be required.

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The technical environment is currently hosted on EASA premises, however, EASA is considering to move components of its technical platform to the Cloud. Therefore, the service provider will need to be able to provide the required expertise.

The service provider shall ensure that the quality and continuity of the technical services managed by the service delivery team or project team is up to the standards defined (including compliance with EU specific data protection and IT security rules) and in accordance with the requirements of specific contracts.

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Technical Services

The technical services at application level consist of the following main components (non-exhaustive list):

- Languages
  - PHP
  - C#
  - JavaScript
  - Typescript
  - XHTML, HTML, HTML5
  - CSSx
  - FlashPaper & ActionScript
  - MS Office VBA
  - Perl
  - Python
  - XML (including but not limited to XSL and XPath)

- Development Frameworks/Platforms/Libraries
  - Yii framework
  - Sencha ExtJS starting with 2.x
  - JQuery 1.8 onwards
  - SharePoint 2010
  - SharePoint 2013
  - Entity Framework
  - .Net

- DBMS and Database Languages
  - Oracle 9i and 11g SQL and PL/SQL
  - Microsoft SQL Server and T-SQL (from 2005 to 201X)
  - MySQL 5.x SQL
  - MS Access and MS Access VBA

- Version control and Source Code Repository
  - TFS2015
  - SVN

- Reporting Engine
  - Jasper & iReport
  - SQL Server Reporting Services
  - SAP BI

- Web / Application Servers and Run time environments
  - Apache
  - Zend
  - Node.JS
  - IIS
  - TomCat
  - JBoss

- Tools and editors
  - IDE

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  - Eclipse
  - Netbeans
  - PHPStorm
  - MS Visual Studio

- Database IDE
  - SQL Server Management Studio
  - TOAD
  - SQLYog
  - MySQL Workbench
  - SQL Developer
  - RedGate SQL Developer Bundle

- Source Code
  - TortoiseSVN
  - TFS Team Explorer
  - RedGate Source Control

- Documentation Software
  - RedGate SQLDoc

- Other Tools
  - PowerShell
  - Bash

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2.2.2 Service Area 2: IT Infrastructure Set-up, Operations & Maintenance

Activities

The following service types are envisaged to be covered by Service area 2 (non-exhaustive list):

- ✓ IT Infrastructure Set-up services (on premises and/or cloud platform and/or infrastructure solutions):
  - IT Infrastructure installation, configuration and roll-out services;
  - IT Infrastructure change management services ;
  - Management of IT Infrastructure set-up projects;
  - Requirements analysis services;
  - Management of an Application development project;
  - Business analysis & requirements analysis services;
  - Technical specification and analysis services;
  - Development of proof of concept (POC);
  - Testing services, including IT Infrastructure penetration testing;
  - IT Infrastructure Architecture services;
  - Cloud Infrastructure set-up and configuration services;
  - Provision of specific IT Infrastructure product expertise;
  - Consultancy on Back-up, Disaster recovery and IT crisis management;
  - Set-up of proof of concept (POC).

- ✓ IT Infrastructure Operation services (on premises and/or cloud platform and/or infrastructure solutions):
  - Helpdesk and user support services;
  - Incident and problem management services, including IT security;
  - Access and authorisation management;
  - IT Infrastructure monitoring and tuning;
  - IT security monitoring and tuning;
  - IT Infrastructure administration services;
  - Disaster recovery and back-up services.

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- ✓ IT Infrastructure Maintenance services (on premises and/or cloud platform and/or infrastructure solutions):
  - IT Infrastructure patching and upgrade services;
  - Management of an Infrastructure maintenance project;
  - Consultancy on IT Infrastructure lifecycle management;
  - IT infrastructure quality or security audits and reviews;
  - Consultancy on IT strategy and technical roadmap;
  - Testing services.

Technical Environment

Please refer to section 2.2.1 “Technical Environment”.

Technical Services

The technical services at infrastructure level consist of the following main components (non-exhaustive list):

- Hardware Infrastructure:
  - Individual PCs and Laptops: Dell, Fujitsu, HP, Microsoft Surface Pro
  - LAN: Cisco wired and wireless Ethernet, SSL & IPSEC VPN
  - SAN and NAS: EMC²
  - PDA: BlackBerry, iPhone
  - MDM Management: BlackBerry, IBM Maas360
  - Printers and MFD: HP, Ricoh, Xerox
  - Servers: HP / Lenovo Windows Server, 2008, 2012, 2016, CentOS or VMware
  - Unified Communications: Cisco UCM suite
  - Private IP network: TESTA
  - Network security Infrastructure: Fortinet, Cisco, F5
- Software Infrastructure
  - Individual PCs and Laptops: MS Windows 7, MS Office 2013
  - Front office: MS Office 2013
  - Mail server: MS Exchange 2013
  - Archiving System: Enterprise Vault
  - Virtualization Technology: VMware ESX
  - Backup system: Symantec NetBackup
  - Database: Oracle MySQL, MS SQL Server
  - Reporting: Business Objects, SAP Business Intelligence
  - SAP ECC, SAP PI, SAP Portal

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- Software Distribution: SCCM
- Monitoring: SCOM, PRTG
- Web Server: Apache, IIS

2.3 Outline of the Services Required

2.3.1 Type of Specific Contracts / Orders

Services shall be provided on the basis of 3 types of specific contracts/order forms (further detailed below under section 2.4):

2.3.1.1 Time & Means specific contract/order form (TM)

In a Time & Means specific contract/order form, the Contracting Authority specifies the workload (e.g. man-days) and its specific needs for requested profiles. Time & Means orders are executed on the Contracting Authority's premises (i.e. "on-site" or "intra-muros") or on the Contractor premises ("off-site" or "extra-muros"). When "on-site" the Contractor will provide the services at the Contracting Authority's premises in Cologne. When "off-site" the Contractor will provide the services at its own premises.

2.3.1.2 Quoted Time & Means specific contract/order form (QTM)

In a Quoted Time & Means specific contract/order form, the Contracting Authority specifies the workload (e.g. man-days) for a set of defined subtasks to be executed and deliverables to be provided. The Contractor holds the responsibility for the successful completion of the tasks and provision of the deliverables within the specified workload and schedule. The acceptance of the deliverable by the Contracting Authority is required for the payment of the related invoice.

2.3.1.3 Fixed-price specific contract/order form (FP)

In a Fixed Price specific contract/order form, the Contracting Authority specifies the deliverables corresponding to a service to be delivered within imposed delays.

2.3.2 Level of expertise

For the execution of the services in the scope of the FWC, the tenderer shall have the capacity to provide all profiles, with all required levels of expertise:

Different profiles are defined, covering the different domains of expertise required. For all profiles, 3 levels of expertise are determined, depending on the number of years of relevant work experience and whether or not the concerned consultant has obtained a relevant post-secondary school degree (study of minimum 3 years).

The profiles and levels of expertise shall be the basis for the FWC pricing scheme.

For "Time & Means" and "Quoted Time & Means" specific contracts, the Contracting authority will specify the requested level per profile. The subsequent offer from the contractor must be in compliance with these requirements and the FWC profile description(s), including the level of expertise.

The level of expertise for a profile is specified in 3 levels: Junior, Standard and Expert level. The level is to be derived from:

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- relevant work experience gained (after successful completion of education) in the domain(s) requested and defined under the different profiles.
- and whether or not the proposed consultant(s) has a relevant post-secondary school degree, higher studies with a minimum of 3 years.

Levels	Years of relevant work experience: With relevant post-secondary school degree (minimum 3 years)	Years of relevant work experience: Without relevant post-secondary school degree
Junior	**2 to 3 years**	**Junior**
Standard	**4 to 6 years**	**Standard**
Senior	**7 years or more**	**Senior**

2.3.2.1 Junior Level

Services at this level must be delivered by the contractor's resources with a good overall practice in ICT related activities, complemented by very good knowledge with references of services delivered in their particular domain of expertise. They shall for instance be capable of delivering high quality work for application development or horizontal support services, or of producing business cases or functional and technical analysis. The services requested at this level can be of short, medium or long duration and ordered either on a Fixed Price or (Quoted) Times and Means basis.

2.3.2.2 Standard Level

Services at this level must be delivered by the contractor's resources with a large overall practice in ICT related activities, complemented by excellent knowledge with references of work achieved in their particular domain of expertise. They shall for instance be entitled for coordinating large projects involving multidisciplinary teams, for implementing complex systems, for designing system architectures or for delivering feasibility studies for complex systems. The services requested at this level can be of short, medium or long duration and ordered either on a Fixed Price or (Quoted) Times and Means basis.

2.3.2.3 Senior Level

Services at this level must be delivered by the contractor's resources with an extended overall practice in ICT related activities, complemented by outstanding knowledge with references of work achieved in their particular domain of expertise. They shall for instance be recognised the legitimacy for consulting on strategic matters, for conducting highly complex conceptual activities or for validating particularly critical ICT systems or enterprise architectures. In principle, the services requested at this level are mostly of short / medium duration and ordered either on a Fixed Price or (Quoted) Times and Means basis.

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2.3.3 Description of Profiles

For each of these profiles (see table below) the following information regarding requirements is provided in **ANNEX VI – Profile Description**:

- ✓ **Name of the Profile**
- ✓ **Description of Main Tasks (non-exhaustive)**
  These are examples of the tasks that will be expected of a person proposed with the required profile.
  This list is non-exhaustive and is to be regarded as a good indication.
- ✓ **General Competences and Skills**
  A list of the minimal knowledge and skills that a person with this profile is expected to possess.
- ✓ **Required Proficiency in Information Services**
- ✓ **Education and Work Experience.**

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The contractor shall have the capacity to provide all profiles, at minimum with the following levels of expertise (X):

Profile	Service Area	Junior Experience Level	Standard Experience Level	Senior Experience Level
Project Manager	1/2		X	X
Business/Functional Analyst	1	X	X	X
Software Tester	1	X	X	
Software Architect	1		X	X
Developer Web technologies	1	X	X	X
Developer Microsoft technologies	1	X	X	X
Database Developer	1	X	X	X
Lead consultant	1/2		X	X
IT & Data Architect	1/2		X	X
System Administrator	2	X	X	X
Database Administrator	2		X	X
SharePoint Administrator	2		X	X
Microsoft Exchange System Administrator	2		X	X
Backup & Archiving Administrator	2		X	X
Network Administrator	2		X	X
SAN Administrator	2		X	X
Unified Communications Solution Adm.	2		X	X
IT System Security Administrator	2		X	X
Helpdesk Assistant	2	X	X	X

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2.4 Description of the Contract

A framework contract is a legal agreement between two parties - in this case, EASA and the contractor. It acts as the legal basis for the possible future purchase of services/supplies by the Agency. The framework contract defines, amongst others, the scope of services/supplies that can be purchased, methodology for implementation, timing and fees to be respected by the contractor etc.

Important Note: The framework contract itself is not an order for services or supplies and does not constitute a financial commitment.

2.4.1 Multiple Framework Contracts with Cascading

The Agency intends to sign multiple framework contracts with the successful tenderers (maximum 3). The successful tenderers will be placed into a ranked list.

As mentioned above the framework contracts themselves do not constitute orders execution of the framework contracts will be performed through specific contracts. In the case of multiple framework contracts the assignment and signature of specific contracts by the Agency follow the cascading mechanism.

The Cascading Mechanism

In general, where more than one contractor is nominated, the following rules shall apply to requests for services:

1. For each case, the Agency shall determine the specifications of the services required (for the purpose of this subsection referred to as “project”) and the relevant response time. 10 working days are to be considered by default if not specified in the request. The contractor shall make its offer in response to the Agency’s specifications within this time limit.

2. When requesting services, the Agency shall initially address its request to the contractor who has been nominated in first place as a result of the evaluation of the call for tenders cited in the Contract. If this first contractor is in a position to meet the criteria for response time and specifications, then it shall be awarded the specific contract for the project in question.

3. If the first contractor is unable to meet these criteria, then it shall be regarded as being unable to provide the services requested. In this case, the Agency shall then address the same request to the contractor who has been nominated in the second place as a result of the evaluation of the call for tenders cited in the Contract. If this second contractor is in a position to meet the criteria for response time and specifications, then it shall be awarded the specific contract for the project in question.

4. If this second contractor is unable to meet either of these criteria, then it shall be considered unable to provide the services requested. In that event, the Agency shall then repeat this process with the contractor who has been nominated in third place.

5. This process will terminate either with the award of the project to one of the contractors who has been nominated or with the failure to award the project to any contractor. In the event of failure, the Agency may redefine the project or start the procedure again on the same project at a later time.

The first contractor will always be consulted first. During the cascade mechanism the specifications may not change (e.g. profiles and/or technical annexes must remain the same).

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However, in case of:

- three consecutive events of inability for a specific contractor to provide the requested services (i.e. not meeting one of the above criteria, thus causing the Agency to activate the cascading mechanism), or

- three consecutive events of inability (not attributable to the contracting authority) for a specific contractor to meet the agreed acceptance criteria for a FP or QTM contract,

the Agency will have the right to terminate the framework contract with the respective contractor and adapt the order of the cascading for the entire duration of the contract (e.g. if the first contractor is considered unable provide the services requested three times in a row, the Agency may contact for successive projects the contractor which previously was ranked second in the cascading scheme).

2.4.2 Implementation of the Framework Contract

Services shall be therefore requested (i.e. ordered) under "specific contracts" (or "order forms") linked to particular activities, over a given period.

The Agency intends to issue individual and successive specific contracts over the period of validity of the framework contract and shall take the form of one of the documents provided under Annexes III.a (specific contract) and III.b (order form) to the draft framework contract (Part III of the Procurement Documents). Either format may be used for implementation of the framework contract indiscriminately, depending on the Agency's needs.

Important Note*: *It is important to reiterate that no legal or financial commitment exists on behalf of either party until the specific contract/order form is signed by both parties.

2.4.2.1 Ordering Process

Specific Contract Issuance

2.4.2.1.1 Time & Means (TM) - On-Site and Off-Site

Step 1	EASA provides its request for consultancy to the single point of contact of the contractor (respecting the cascade mechanism), specifying the required volumes in man days, competencies (based on the Framework contract) and envisaged start and end dates. Off-Site mode will be specified in the request when wished by the Agency. For each profile, different levels of expertise are defined (see Annex VI for details). EASA will also indicate the required level in the request for which CVs can be submitted. The level on which a candidate will be accepted will depend on the experience and skills of the candidate in conformity with the profile, level and specific requirements. At the end, the proposed level is confirmed by the Contracting Authority at the acceptance of a candidate but always on the basis of his/her compliance with the minimum qualification and experience requirements for the respective profile as defined in table from section 2.3.2. By default, a maximum of 10 working days are given to the contractor to provide a selection of relevant CV's. In the case of an extension of an existing consultant, there is no need to submit a CV, and the process proceeds with Step 5.

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Step 2 The contractor provides a selection of CVs with contact details within the agreed timeframe. It is to note that the Contractor must be able to propose per requested profile at least two qualified persons to choose from.
In case no CVs are provided within the agreed timeframe, EASA reserves the right –in exceptional and duly justified cases- to either allocate more time to get CV's from the contractor or to initiate the cascade mechanism, starting from Step 1.

Step 3 EASA communicates to the provider the name of the consultant and the timeslots to organize the interviews (video or phone calls).

In case no suitable candidate is identified at this stage, EASA reserves the right –in exceptional and duly justified cases-to either allocate more time to get additional CV's from the contractor or to initiate the cascade mechanism, starting from Step 1.

Step 4 Once EASA has selected the appropriate candidate, a request for quotation is sent via email including the name of the consultant, the number of days ordered by EASA (onsite and offsite) and the agreed profile with level of expertise.

Step 5 At this stage, the contractor will send the offer within 3 working days, in accordance with the Framework Contract.

Step 6 On the basis of the Offer, EASA will prepare and send a signed Specific Contract to the contractor.

Step 7 The contractor will countersign and date the Specific Contract and return it to EASA within 3 working days. The period allowed for the execution of the tasks shall start to run on the date the contractor and the Agency have both signed the specific contract, unless a different date is indicated therein.

Remarks:

- CV in Europass format (see section 3.2.3) must be used. All information (including, but not limited to, whether the consultant is a Subcontractor's staff member and name of the subcontracting company) indicated in the CV has to be correct and validated by the Contractor. Each proposed service provider must have signed his/her CV prior to its being proposed to the Contracting Authority in reply to a specific request. Proof documents or reference contact details concerning the education and/or professional experience mentioned in any CV (e.g. copy of diplomas, employment contracts, employer's reference, etc.) may be requested by EASA under any or all specific requests, if deemed necessary, and must be submitted to the Agency promptly.

- Within the contract profile and level of expertise (as set in the Framework contract), the IT Department may inform the contractor by e-mail on the re-distribution of man days per named consultant or on the need for an additional consultant, within the limits of the concerned contract profile and level of expertise defined in the specific contract. The contractor will confirm his agreement with the requested re-distribution by e-mail within 5 working days, when it concerns a re-distribution between already assigned consultants, or will provide suitable CVs of potential candidates within 10 working days of the e-mail receipt, when it concerns an additional consultant.

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- The contractor shall ensure alignment of the assigned consultants' planning with the IT Department and shall communicate any changes/updates without delay. In addition, all assigned consultants ensure that their on-site or off-site availability is aligned with the planning of the tasks to whom they have been assigned and provide to the IT Department the number of days for each and the target date for completion, in compliance with the Agency's request. Any changes/updates in the planning of assigned consultants or on the planning of assigned tasks shall be communicated to the IT Department without delay.

- If a consultant assigned is taken ill and is unable to come to the office, the Contractor shall notify the responsible in the IT Department before 09.30 am on the first day of suspension of the provision of services and shall indicate when services will resume. The consultant in question shall as well notify the contractor's single point of contact.

- If the consultant is no longer able to carry out the work, the Contractor is required to;

    - Inform immediately the Contracting Authority;
    - Propose a minimum of two replacement persons with the required qualifications and experience for the profile. Approval of the replacement person is required by EASA;
    - Arrange sufficient training. The handover period must be at least 10 working days, free of charge of the Contracting Authority. If no handover is possible and additional training is needed for the replacement person, at least 10 working days (depending on the complexity of the allocated tasks) must be performed by the replacement person.

  The days free of charge will be the first working days of the replacement person to guarantee continuity of the service provided to the Contracting Authority. Any such replacement will be effected at no additional cost to the Contracting Authority.

  Alternatively, the Contracting Authority may decide to terminate the respective Specific Contract immediately without asking for a replacement person and without compensating the Contractor for any damage or loss of profit which the Contractor might incur as a result of such termination.

- The service provider ensures that the assigned consultants (on-site/off-site) record their timesheet on a weekly basis in the Agency's time registration system, in accordance with the instructions provided by the IT Department. In addition to that, the service provider ensures that the assigned consultants record and sign off their timesheets, using the Framework contract or the template annexed thereto, and submit the signed timesheet to the IT department on a monthly basis at the latest the 7th calendar day of the next month where the services have been executed.

- When a person is no longer available before the start of a new specific contract, the Contractor is obliged to inform the Contracting Authority immediately. If both parties have not yet signed the Specific Contract, EASA holds the right to initiate the cascade mechanism immediately. If the Specific Contract is signed, the Contracting Authority can either cancel the contract or ask for a replacement with the performance of 10 working days free of charge.

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2.4.2.1.2 Fixed Price Contracts (FP)

Step 1

EASA submits the contractor a "request for services" outlining the scope of the project or services, the requirements, Off-Site / On-Site distribution, envisaged deadlines, expected deliverables etc.

An additional information meeting can be requested by the contractor to clarify some aspects of the "request for services" within 5 working days upon reception of the request.

Step 2

Within 10 working days of receipt of the official request for services (or alternatively the period defined within the request), the contractor shall submit an offer, consisting of a technical (Statement of Work) and a financial part, meeting the requirements as specified in the request. The offer will include at least the following:

In case of a project (e.g. an IT Application development project or an IT Infrastructure set-up project):

- Proposed Project Team (incl. CVs) and organisation;
- Description of the methodology for the project implementation;
- Project plan/schedule for the completion of the assignment
- Confirmed list of deliverables to be provided, aligned with the project planning/time schedule
- Acceptance criteria
- Estimated number of man days per contract profile and per deliverable. The method used to estimate the workload shall be transparent and repeatable over the FWC duration;
- Fixed price financial offer (all expenses included) with a breakdown, based on the estimated number of man days per contract profile and pricing scheme of the Framework contract.

In case of services (e.g. for one or more IT Application/IT infrastructure components or types of services depending on the expected workload over a budget year):

- Proposed service team (incl. CVs) and organisation;
- Description of the methodology/approach for the service provision;
- List of detailed services covered, Service Level Agreement and metrics for service monitoring/reporting;
- List of deliverables to be provided, and acceptance criteria (e.g. Service Level Agreements);
- Estimated number of man days per service. The method used to estimate the workload shall be transparent and repeatable over the FWC duration;
- Fixed price financial offer (all expenses included) with a breakdown, based on the estimated number of man days per contract profile and pricing scheme of the Framework contract.

Step 3

In case EASA accepts the offer, it will send the drafted Specific Contract to the contractor for signature. If the offer doesn't comply with EASA's expectations the cascading mechanism is activated.

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Step 4 The contractor will countersign and date the Specific Contract and return it to EASA within 3 working days. The period allowed for the execution of the tasks shall start to run on the date the contractor and the Agency have both signed the specific contract, unless a different date is indicated therein.

Remarks:

- The project or services shall be executed and governed in accordance with the specific contract and the agreed offer. Apart from the project specific governance, the monitoring of progress shall will be subject in the regular meetings organised by the single point of contact and the Agency's contract responsible. The work is normally performed off-site, typically on Contractor's premises. The Contractor shall provide all necessary infrastructures on its premises for the successful execution of the work (except for material, licences or products not available on the market but that can be provided by the Contracting Authority during the time of the execution). Technical interventions can be foreseen on Contracting Authority's premises for specific tasks like installations, configurations, acceptance tests, technical analysis or maintenance tasks. Meetings at the location of delivery with members of the team can be required without any additional cost by the Contracting Authority (maximum 4 times per year).

- CV in Europass format (see section 3.2.3) must be used. All information (including, but not limited to, whether the consultant is a Subcontractor's staff member and name of the subcontracting company) indicated in the CV has to be correct and validated by the Contractor. Each proposed service provider must have signed his/her CV prior to its being proposed to the Contracting Authority in reply to a specific request. Proof documents concerning the education and/or professional experience mentioned in any CV (e.g. copy of diplomas, employment contracts, employer's reference, etc.) may be requested by EASA under any and all specific requests, if deemed necessary, and must be submitted to the Agency promptly.

- In case a consultant is unavailable at a critical moment in an implementation project or in the delivery of services, the contractor will take any action needed to ensure the continuity within the limits of the Specific Contract. If a replacement of one consultant is required, the contractor will submit the CV corresponding to the profile to be replaced to EASA and seek approval. If the new consultant has a higher profile (according to the level of expertise previously defined), there will be no additional charge for EASA and the cost for the Fixed Price contract will remain unchanged. If the new consultant has a lower profile, and if accepted by EASA, the Fixed Price Financial offer will need to be revised and the contract shall be amended accordingly.

- The deliverables specified in the specific contract and offer shall be provided to the Agency in accordance with the agreed acceptance criteria (e.g. agreed project or service schedule) and will be subject to the Agency's formal validation by means of an acceptance form, using the template attached to Annex III.b of the Framework contract. Deliverables shall be provided to the Agency in electronic format.

- After receipt of the deliverables, the Agency will have 15 working days (unless otherwise stipulated in the specific contract) to validate the concerned deliverables. This period shall be suspended if the agreed acceptance criteria are not fulfilled. If one of the acceptance criteria is the delivery of a final deliverable within an agreed due date, in case the due date is not respected by the contractor for causes not attributable to the Contracting Agency, the latter will have the right not to accept the entire project. No payments for deliverables will be due without the formal acceptance by the Agency.

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- A warranty (corresponding to a free of charge repair, on client's premises if needed) of min. 2 years applies to the sub-tasks accepted by the Contracting Authority.

- The acceptance of deliverables is subject to the following general criteria:
    - All deliverables shall be in compliance with the agreed acceptance criteria.
    - Upon delivery, EASA shall notify any non-conformance to the requirements in the deliverables to the contractor in writing within the above acceptance period. EASA reserves the right to withhold acceptance of the deliverables until all the notified non-conformance issues have been remedied by the contractor.
    - A non-software (i.e. document) deliverable shall be ultimately rejected if it is submitted 3 times for review and still does not meet expectations in terms of content. In such cases, the formal acceptance form may not be signed.
    - A software or infrastructure deliverable is considered rejected if during User Acceptance Testing (UAT) emergency or high non-conformance issues are found. In such cases, the formal acceptance form will not be signed.
    - The contractor shall guarantee the proper operation of developed software applications in conformity with the specifications requested by EASA. It shall be held responsible for the immediate repair, at its own expense, of any breakdowns that occur during the guarantee period (2 years) unless it can prove that such breakdowns have occurred for reasons other than mistakes made in the performance of the services, or other than manufacturing or design errors in that portion of the work for which it was responsible.

- User acceptance testing of application developments:

    - Upon delivery of an application development, the contractor will be responsible to specifically state the compliance with each individual specified requirement or other instruction included in the specification document provided by EASA, thus confirming compliance of the delivered developments. The contractor will be responsible to execute comprehensive and complete testing before any delivery to EASA for user acceptance testing.
    - The deliverable shall become available for user acceptance testing according to the agreed planning.
    - EASA will test the delivered product, assess the results and more generally carry out all testing necessary for the acceptance of the deliverable. EASA shall formally notify non-compliance issues and report the outcome of the User Acceptance Testing process.
    - The acceptance period will start on the date an application development becomes available for user acceptance testing. By mutual agreement, the standard period may be limited to no less then twenty-five (25) normal working days (unless otherwise agreed).

2.4.2.1.3 Quoted Time and Means (QTM)

The same ordering process will be followed as with the “Fixed price” contracts, however, with the following differences:

- The work is divided into various (sub-)tasks performed during the execution of the Specific Contract. The Contracting Authority will provide the Contractor with a detailed description of each (sub-)task. The Contractor will send the Contracting Authority a proposal for the execution of each (sub-)task (including the workload and time schedule) on the basis of a number of person days with the requested profile(s). When agreement with the Contracting Authority has been reached on the acceptability of the separate

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deliverables or performance of separate (sub-)tasks, both parties sign a form. Only agreed costs for the specified (sub-)tasks are chargeable, after acceptance by the Contracting Authority.

- The contractor shall be responsible for the proper monitoring of the actual man days consumed versus the estimated number of man days per sub-tasks or stages, and shall escalate without delay any concern to the Agency.
- A warranty (corresponding to a free of charge repair on client's premises) of 2 years applies to the sub-tasks accepted by the Contracting Authority.
- The work is normally performed off-site, typically on Contractor’s premises. The Contractor shall provide all necessary infrastructures on its premises for the successful execution of the work (except for material, licences or products not available on the market but that can be provided by the Contracting Authority during the time of the execution). Technical interventions can be foreseen on Contracting Authority's premises for specific tasks like installations, configurations, acceptance tests, technical analysis or maintenance tasks. Meetings at the location of delivery with members of the team can be required without any additional cost for the Contracting Authority (maximum 4 per year).

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2.4.3 Execution of Orders

2.4.3.1 Working Language

The working language is English.

2.4.3.2 Normal Working Hours

For Time & Means services only:

For Time and Means delivery, a normal working day corresponds to 8 hours (40 hours per week). The daily working timeframe is between 8:00 am and 8:00 pm and the presence is normally required between 9:30 am (10:30 am on Monday) and 12:00 am and between 2:00 pm and 4:30 pm (3:30 pm on Friday), unless specified otherwise in the Specific Contract.

In exceptional cases of extended services (e.g. continuous support service between 7:00 am and 8:30 pm), specific timeframes can be requested by the Contracting Authority (e.g. from 7:00 am to 4:00 pm or from 12:00 am to 8:00 pm).

2.4.3.3 Work outside of Normal Working Hours (ONWH)

For “On-Site” (Quoted) Time & Means services only:

As an exception, the Contracting Authority may request delivery of services outside of the normal working hours or during weekend / bank holidays.

For these situations, the applicable surcharge will be indicated by the contractor in their Technical Offer as a percentage of the Normal Working Hour price.

The maximum working-time per consultant per day shall be compliant with the national labour legislation.

2.4.3.4 Payment Formalities

Invoices are payable within 30 calendar days (except for invoices received between 15th November and 15th January, for which payment term shall be extended to 90 days) , following the receipt by the Agency. The time limit for payment may be suspended if the amount is not due or the invoice is incorrect (e.g. clerical error), or supporting deliverables have not been formally approved by the Agency.

“Time & Means” specific contracts:

- The contractor shall submit invoices to the Agency on a monthly basis (unless otherwise agreed upon in the Specific Contract) clearly listing the rendered man days per contract profile during that period and

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duly substantiated with timesheets, signed by the assigned consultant and the Agency's contract responsible. The invoice shall clearly indicate the number of man days per contract profile and price in accordance with the specific contract and based on the Framework contract, the specific contract reference number as well as the commitment number provided by the Agency and the invoiced period.

- A full working day (1-man day) consists of 8 working hours per day. In case the consultant has performed less, it shall be invoiced proportionally at 0,75-man day (6 working hours), at 0,5-man day (4 working hours) or at 0,25-man day (2 working hours).

- Invoices shall be based on duly completed and signed timesheets per consultant (using the template attached to the Framework contract or any other template agreed by both parties) for the service period being invoiced.

- Any man days performed beyond the maximum amount specified in the contract shall not be chargeable to EASA.

- It is the responsibility of the contractor to ensure timesheets are duly signed and submitted to the Agency within two weeks following the concerned month.

- Invoices shall only be submitted to the Agency following signature of the concerned timesheets by both parties.

" Fixed price" specific contracts:

- A standard payment scheme shall consist of interim payment(s) and a final balance payment. The spread will be defined for each Specific Contract and shall be proportionate to the volume of the deliverables defined in the specific contract. A different payment scheme may be agreed upon, however, this shall always remain proportionate to the deliverables to be provided. Advance payments are excluded.

- The contractor shall submit invoices to the Agency in accordance with the payment scheme defined in the specific contract. The invoice shall clearly indicate the formally accepted deliverables and the specific contract reference number as well as the commitment number provided by the Agency.

- Invoices shall only be submitted to the Agency following the formal acceptance of the concerned deliverables by the Agency, using the template attached to the Framework contract.

"Quoted Time & Means" specific contracts:

- The contractor shall submit invoices to the Agency on a monthly basis (unless otherwise agreed upon in the Specific Contract) clearly listing the rendered man days per contract profile during that period. The invoice shall clearly indicate the number of man days and price per contract profile in accordance with the specific contract and based on the Framework contract, the specific contract reference number as well as the commitment number provided by the Agency and the invoiced period.
- A full working day (1-man day) consists of 8 working hours per day. In case the consultant has performed less, it shall be invoiced proportionally at 0,75-man day (6 working hours), at 0,5-man day (4 working hours) or at 0,25-man day (2 working hours).

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- Invoices shall be based on duly completed and signed timesheets per consultant (using the template attached to the Framework contract or any other template agreed by both parties) for the service period being invoiced.

- It is the responsibility of the contract to ensure timesheets are duly signed and submitted to the Agency within two weeks following the concerned month.

- Invoices shall only be submitted to the Agency following signature of the concerned timesheets by both parties and following the formal acceptance by the Agency of the deliverables, using the template attached to the Framework contract.

2.4.4 Reporting, Documents & Deliverables

Any reports, documents and/or deliverables to be produced will be specified in each specific contract (Minutes of Meetings, Status Reports, Final / Interim Reports, etc.).

2.4.5 Duration of the Contract

The framework contract is intended to be signed for an initial period of two years and shall be renewable up to two times for twelve months each, i.e. a total maximum duration of four years under the same conditions.

2.4.6 Volume of the Contract

Annex V (Financial Offer) shall serve as the basis for setting the intended maximum volume for the framework contracts. In this respect, the most expensive yearly scenario of all tenders including reasonable contingency and/or potential future price revisions (*margin of indexation*) for the maximum total duration of the contract shall primarily be used.

Time and Means (on-site and off-site):

As an indication, in 2016, EASA has ordered close to 4.000 man-days falling under the scope of this Framework Contract. With current estimation of the future volume required + contingency of 20%, an additional volume of 2000 man-days needs to be considered. Total number of man-days sums up to approximately 5.700 man-days on a yearly basis.

Fixed Price contract – Quoted Time and Means:

The investment in Fixed Price Contract/ Quoted Time and Means varies yearly, the projects selected for the period 2018-2021 are not fully defined yet.

The indicative volume for Fixed Price Contract and Quoted Time and Means is set at 2.500 K€ for 2017. The average is likely to be around 2.000 K€/year.

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2.4.7 Place of Delivery/Execution

As a general rule, EASA will never be charged by the contractor for any travel cost related or needed in the execution of the Framework Contract.

The “Off-Site” prices will be derived automatically from the price list communicated in ANNEX V.

For Time and Means contract:

Work can be executed on the Contracting Authority’s premises (so-called on-site or intra-muros work) or can be executed on the Contractor’s premises (so-called off-site or extra-muros work). The Contracting Authority indicates on the request where and how the work has to be delivered.

In the case of “on-site” work, the execution of the contract must be performed at the Agency’s premises in Cologne.

In the case of off-site work, the work has to be executed on Contractor's premises. All infrastructures will be provided by the Contractor.

Therefore, consultants are not authorised to perform their services from remote locations different from their employers' premises (i.e. no teleworking for consultants is authorised) in order to guarantee the efficiency of the work done and the proportionality between work and payment for this work.

For Fixed Price and Quoted Time & Means services:

In the case of off-site work, the execution of the contract will be performed at the Contractor's premises. Project meetings will be held at the Agency’s premises in Cologne. Deliverables have to be formally remitted at this location. Travel to and subsistence costs at the place of delivery are not reimbursed. The Contractor shall provide all deliverables in the form and format specified in the order and shall guarantee their integration into the target informatics environment.

In case of on-site interventions, the execution will be performed at Agency’s premises.

2.4.8 Quality Management

2.4.8.1 Project Team & Management

The tenderer should appoint / propose a suitable project team for the contract implementation. A project manager / focal point should be appointed for the entire contract duration and shall ensure the overall management of the contract including timely completion of the activities, ensuring the required level of quality is met etc.

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Furthermore, notwithstanding any remedies outlined in the draft contract, please note that the Agency reserves the right to request replacement of any project team member found not satisfactory and after repeated notification as such.

2.4.8.2 Performance Indicators

Without prejudice to the Agency's rights or any other remedies / measures available under the contract or at law in the case that the contractor does not meet the quality expectations of the Agency they shall be contacted (in writing) by the Agency and informed of the shortcomings/complaint. Upon such request the contractor is expected to take immediate measures to address and resolve such problems.

Specific Performance indicators can be defined as part of each specific contract depending on the nature of the contract and tasks.

2.4.8.3 Specific Contracts - Monitoring Quality

- **Reporting Milestones:** For each specific contract the contractor will have to report to EASA the completion status of the assignment at defined reporting milestones i.e.: at 30% / 60% / 100% of time of assignment elapsed.
- **Status Report:** At any of the reporting milestones, if the assignment is not progressing as expected, the contractor shall indicate the reasons for this. If the reasons are elements not foreseen by or outside the control of EASA at the time the original request for services was agreed on, an appropriate extension of time / means may be agreed with the contractor.
- **Satisfaction:** At the above reporting milestones EASA will, upon receipt of the contractor's report, express a satisfaction level with the quality of the work-in-progress achieved at that moment, on a scale from 0 to 5 where 5 represents the maximum possible satisfaction. In case the satisfaction level at a particular reporting milestone is less than 3 EASA will discuss with the contractor possible improvements to be applied.
- **Final Approval:** Should the satisfaction score at the final reporting milestone not reach 4 the contractor shall diligently carry out the necessary improvements without impact on the agreed cost of the order. Only after such satisfaction score is reached may the contractor present the invoice.

2.4.8.4 Annual Quality Performance Review

- **Contract review:** every 6 months starting from the execution date of the contract, an overall analysis of quality performance of the services delivered will be carried out on the occasion of a supplier conference taking place at the Contracting Authority premises (at no additional cost for travel and accommodation for the contracting authority). All the Contractors who executed at least one specific contract within this FWC are bound to participate in separate sessions. The agenda will encompass at least the following items: budget consumption, status of all projects (closed, ongoing, failed), issues, lessons learned, average satisfaction level (as further detailed below)
    - **Average Satisfaction Levels:** The quality performance will be measured by the initial satisfaction levels expressed by EASA (satisfaction level before the remedial actions are taken by the contractor) at intermediate reporting milestones and at final reporting milestones for

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all closed or on-going specific contracts during the last contractual year. **The annual average of these satisfaction levels shall be calculated by the contractor and submitted to EASA at each framework contract anniversary date**.

- **Corrective Actions:** If the annual average referred to above is below 3 the contractor shall propose effective corrective actions aimed at improving the quality of its performance under the framework contract.
- **Right to reshuffle the priorities in the cascading mechanism**: if the annual average referred to above is below 3 for the first contractor, the contracting authority reserves the right to change the order of the cascade and then address the successive requests following the new cascading order. The same applies to the second contractor with the third contractor.
- **Right to Terminate:** In addition, in such cases EASA also reserves the right to terminate the framework contract and start ordering from the second contractor in cascade.

2.4.8.5 Handovers & Business Continuity

At the end of the contract, the contractor is required to foresee specific handover activities to ensure business continuity. These handover activities and deliverables are to be explicitly addressed in the tenderer's proposal and will be taken into account in the evaluation.

A transition period shall be foreseen to ensure a smooth running-in of a newly selected tenderer without impact on the services or service level degradation. This transition period shall be an integral part of the service provision. The respective services are henceforth called as "hand-over services".

The contractor shall prepare a detailed resource and activity hand-over plan and make the necessary resources available to execute the plan. All technical application and infrastructure documentation shall be handed over to the new contractor via EASA including internal documentation or information required to manage and maintain the application and infrastructure landscape.

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3 Evaluation of Tenders & Contract Award

The criteria for selecting a contractor are divided into the following categories:

Section / Criteria	Evaluation
Section 1.4 - Eligibility	Verified on a pass/fail basis in light of eligibility criteria defined in section 1.4.
Section 3.1 - Exclusion Criteria	Verified on a pass/fail basis in light of exclusion criteria defined in section 3.1 and Annex II.
Section 3.2 - Selection Criteria	Defines minimum capacities (legal & regulatory, economic & financial, technical & professional) to be met by all tenderers. Verified on a pass/fail basis.
Tender Specifications (All sections)	Review of relevance and compliance of the tender (proposal) with the minimum requirements (i.e. subject matter, scope, location, timeline, format, etc.) of the tender specifications. Verified on a pass/fail basis.
Section 3.3 - Award Criteria (Technical & Financial)	Method to allow a ranking of the tenders according to their merits – most economically advantageous tender

In order to evaluate the tenders received under this procedure the criteria will be applied in the following order: I. Exclusion, II. Selection & III. Award. Therefore, if a tenderer does not pass the exclusion and selection criteria categories, it will not be evaluated technically or financially.

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3.1 Exclusion Criteria

Nr.	Criteria:	Evidence Required *(from main tenderer including consortia members [and/or subcontractors]):*
	Participation in this tender is only open to tenderers *(including, in the case of, all consortia members and/or sub-contractors)* who are not in any of the situations of exclusion listed in Articles 106 and 107 of the Financial Regulation (FR)[5] and outlined in Annex II.	✓ **At the time of Tender Submission**: Tenderers shall provide a **declaration on their honour** (see model in **Annex II**), in original, duly signed and dated.
		✓ **In case of successful award & before contract signature**: Upon request, the tenderer(s) to whom the contract is to be awarded **shall provide**, **within 15 calendar days following notification of award and preceding the signature of the contract, the following documentary evidence in original to confirm the declaration** referred to above: - For points a), c), d) or f) of Article 106(1) (FR)[5] a **recent[6] extract from** the judicial record or, failing that, an equivalent document **recently[6] issued by** a judicial or administrative authority in the country of establishment showing that those requirements are satisfied. - For point a) and b) of Article 106(1) (FR)[5] a **recent[6] certificate issued by** the competent authorities of the State concerned. These documents must provide evidence covering all taxes and social security contributions for which the person is liable, including for example, VAT, income tax (natural persons only), company tax (legal persons only) and social security contributions. **Where** any document or certificate referred to above **is not issued** in the country concerned, it **may be replaced by** a sworn or, failing that, a solemn statement made before a judicial or administrative authority, a notary or a qualified professional body in his country of establishment.

Note: If the tenderer has already submitted such evidence for the purpose of another procurement procedure, its issuing date does not exceed one year and it is still valid, the tenderer shall declare on its honour that the documentary evidence has already been provided and confirm that no changes have occurred in its situation.

[5] Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council of 25 October 2012 on the financial rules applicable to the general budget of the Union and repealing Council Regulation (EC, Euratom) No 1605/2002 (OJ L 298 of 26.10.2012, p. 1), as amended.

[6] Not more than one-year-old

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3.2 Selection Criteria

The purpose of the selection criteria is to determine whether a tenderer has the capacity necessary to implement the contract.

Tenderers must submit evidence of their legal & regulatory, economic & financial and technical & professional capacity to perform the contract.

3.2.1 Legal & Regulatory Capacity

Nr.	Criteria:	Evidence Required *(from main tenderer including consortia members):*
a.	Tenderers (including consortium members) are asked to prove that they are authorised to perform the contract under the national law as evidenced by inclusion in a trade or professional register, or a sworn declaration or certificate, membership of a specific organisation, express authorisation or entry in the VAT register.	✓ A **duly filled in and signed Legal Entity Form, in original,** to be downloaded, depending on the tenderer's nationality and legal form (i.e. individual, private/public company), from the following website: http://ec.europa.eu/budget/contracts_grants/info_contracts/legal_entities/legal_entities_en.cfm; ✓ **Supporting documents:** - a copy of any official document (i.e. official gazette, register of companies etc.) showing the individual's / contractor's name and address and the registration number given to it by the national authorities. - A copy of the VAT registration document (if applicable) should be submitted *if the VAT number does not appear on the official document referred to above*.

Note: If the tenderer has already submitted the legal entity file for the purpose of another procurement procedure, its issuing date does not exceed one year and it is still valid, the tenderer may not be obliged to submit a new file. The tenderer shall declare on its honour that the legal entity file has already been provided and confirm that no changes have occurred in its situation.

3.2.2 Economic & Financial Capacity

Nr.	Criteria:	Evidence Required *(from main tenderer including consortia members):*
a.	The tenderer must be in a stable financial position and have the economic and financial capacity to perform the contract. The yearly overall turnover concerning the services/supplies covered by the contract in the last three years must not have fallen below 10.000.000,00 EUR.	✓ Provision of completed **Annex IV.a – Economic & Financial Capacity**, and, **balance sheets / financial statements or their extracts for the last two years** for which accounts have been closed (where publication of the balance sheet is required under the company law of the country in which the economic operator is established). *Note: if, for some exceptional reason which EASA considers justified, the tenderer is unable to provide the evidence requested they may prove their economic and financial capacity by any other means which EASA considers appropriate.*

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Note: If the tenderer has already submitted the evidences for the purpose of another procurement procedure, the tenderer may not be obliged to submit them again. In such cases, the tenderer shall declare on its honour that the evidences have already been provided and confirm that no changes have occurred in its situation.

3.2.3 Technical & Professional Capacity

Nr.	Criteria: The tenderer must possess the following technical and professional capabilities in order to perform the contract:	Evidence* The following documents and information must be presented as evidence of compliance with the set technical and professional requirements:
a.	Tenderer must have a minimum of 5 recent references of work experience in the provision of (Quoted/) Time & Means services in scope of this Tender (for both service areas) to similar public organisations (preferably EU organisations).	- An overview of the (Quoted/) Time & Means services performed within the past 5 years with a description of the activities performed by completing the table in **Annex IV.b** –Experience of the Tenderer. - Contact Details from at least 5 previous clients with whom similar contracts were concluded during the past 3 years.
b.	Tenderer must have realised successfully a minimum of 5 Fixed Price contract projects in scope of this Tender (at minimum for one Service Area) to similar public organisations (preferably EU organisations).	- An overview of the Fixed Price services performed within the past 5 years with a description of the activities performed by completing the table in **Annex IV.b** –Experience of the Tenderer. - Contact Details from at least 5 previous clients with whom similar contracts were concluded during the past 3 years.
c.	Tenderer shall have available a pool consultants per profile with the required competences and skills (i.e. fulfilling the requirements listed in each respective profile). Every profile must be duly covered.	CVs (in the EUROPASS format : http://europass.cedefop.europa.eu/en/home) of at least two (2) consultants per profile of at least **Standard Level** and including a clear description of their qualifications, expertise, technical proficiency and competences/skills in accordance with/relation to those listed under the specific profiles as defined in the tender specifications + a summary of all the CV's by completing the table in **Annex IV.c** clearly indicating the profile for which each consultant is being submitted, relevant reference projects and experience gained/held in line with the requirements set out in the tender specifications.
d.	Certified Quality Management System	Proof of a quality management system in place such as DIN EN ISO 9001 or equivalent system.
e.	The tenderer shall have / adopt a suitable **environmental policy**.	A description or copy of the **tenderer's environmental policy** (specifying the status of implementation).
f.	The tenderer shall not be in any situation which could give rise to a professional conflicting interest in what concerns the performance and/or implementation of the contract.	Provision of duly signed tender submission form (Annex I) including declaration on "professional conflicting interest" (section 7).

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		Please note that the Agency reserves the right to reject any tenderer that is found to be in a situation of professional conflicting interest, in relation to this tender / contract.

***Important Note:* the Agency reserves the right to ask for clarification or further material in the case that the documents submitted are not found as adequate evidence that the tender fulfils the exclusion and/or selection criteria.**

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3.3 Award Criteria

The award of contracts is based on the most economically advantageous tender. Only the tenderers satisfying the minimum requirements of the technical specifications and fulfilling the requirements of the exclusion and selection criteria are eligible for contract award.

The contract shall be awarded to the 3 (maximum) best ranked tenderers offering the best-value-for-money (best price-quality ratio).

3.3.1 Assessment of Technical Quality

Technical Offer & Evaluation

The quality of technical offers reaching this stage will be evaluated in accordance with the technical award criteria and the associated weighting points as detailed in the evaluation grid below. The technical offer shall contain all necessary information (in many cases the indications are already in the table below in the field "INFORMATION REQUIRED". When not expressly specified in the table below tenderers are requested to give a description how they plan to fulfil the requirement described in the table below in the field "CONTENT OF TECHNICAL OFFER" giving examples when possible) to allow evaluation of the tender (according to the technical award criteria), be consistent with the technical specifications and be signed by the tenderer. The content of the technical offer is binding for the contractor.

Technical Quality Threshold: Only tenders scoring **75 points or more** (of a maximum of 100 points) against the technical award criteria will have their financial offer evaluated.

N.	TECHNICAL AWARD CRITERIA	CONTENT OF TECHNICAL OFFER	INFORMATION REQUIRED	MAX PTS
1	**Rationale & Strategy**	Overall strategy to execute the contract	Describe which strategy would be adopted to execute the contract. The points will be assigned based on the ability to show a long term view in establishing a partnership with the contracting authority.	**15**
		Methodology/ Management of the chain of value	Outline of the tenderer's general approach and methodology towards the provision of the services (service area 1 and 2) and the administrative requirements. The approach to be described shall focus on, but not be limited to: 1. Overall description of how the tenderer proposes to carry out the performance of the FWC and specific contracts, in compliance with the tender specifications; 2. Description of the roles and responsibilities of the consortium members and sub-contractors, when applicable, and	

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			the associated processes for ensuring timely and qualitative service delivery; 3. Demonstration how the tenderer will ensure compliance with the duties and mechanisms associated with the FWC; 4. Description of the tenderers procedures for ascertaining the quality of the services delivered to clients and their conformity; 5. Description of the tenderers procedures for the management of all documentation produced during the performance of the FWC and specific contracts.	
		Lessons learned	Based on the lessons learned from previous similar contracts, covering the services under areas 1 and 2 and considering the different contract types, which measures does the tenderer propose for the management of the concerned FWC, based on these lessons learned?	
		Risks and opportunities of this FWC contract	Describe which are the main risks and opportunities associated with the implementation of the concerned FWC; Describe the proposed approach on managing these risks (incl. mitigating actions) and maximizing the benefits for the opportunities identified.	
2	**Management of an IT Project (Fixed Price Mode). Use in your descriptions below an exemplary IT Application Development project, covering one or more technologies described in section 2.2.1.**			**25**
	• Standards/best practices/methodologies	Standards/best practices/methodologies used for project management, development, security	Describe the standards and methodologies used for the following areas: - IT project management - IT application development and change management - IT security management	

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			- Make reference to the frameworks, standards being used in your description.	
	• Requirement management	Stakeholder management, requirement collection, consolidation and finalisation	Describe the proposed approach on requirements gathering (business/functional/technical) and the typical outputs. The assessment will be based on the quality and completeness of the description.	
	• Deliverables	Ensure a common understanding of the final product or service and on when is to be considered as accepted	Describe your general approach to define the work breakdown structure, the deliverables and the acceptance criteria, with e.g. due dates, requirement fulfilment, testing cycles, roll-out plan etc.). The assessment will be based on the quality and completeness of the description.	
	• Plan	Consolidate	Describe your general approach in project planning, with allocation of resources, specifying dependencies, constraints and sequence. The assessment will be based on the quality and completeness of the description.	
	• Risks	Risk management plan	Describe how the risk associated with the project will be managed. Provide details on i.e.: •Management of the risk register and its use; • Method for risk categorisation (qualitative/quantitative), mitigating actions, net benefit, residual risk, allocations of contingencies are done. The assessment will be based on the quality and completeness of the description.	
	• Communication	Communication management plan	Describe the approach on communication management, providing details on i.e.: • stakeholder analysis and management; • communication plan and methods; • reporting (content, frequency, tailoring to recipient stakeholders) • conflict management and escalation procedure The assessment will be based on the quality and completeness of the description.	

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	• Change management process	Ensure monitor and control to the project	Describe how changes to scope, budget, and schedule is managed. The assessment will be based on the quality and completeness of the description.	
	• Governance	RACI Matrix (Responsible/Accountable/Consulted/Informed)	Describe how the tenderer intends to ensure project governance (planning vs execution, monitoring and control, reporting, escalation procedure) The assessment will be based on the quality and completeness of the description.	
	• Documentation	Full set of project documentation	Describe the approach on management of project related documentation along the project implementation and the hand-over to ensure reliable operation, following the completion of the post-go live support.	
	• Testing and acceptance	Ensure acceptance from the customer	Describe how the testing cycles are designed and managed, ending with the user acceptance testing.	
	• Security	Assurance and checks	Describe how the security of the IT solution will be ensured by specifying i.e.: •Specific requirements gathering to determine IT security level; •Standards used on IT security; •Quality control processes on IT security; •Dedicated testing methods and cycles.	
3	**Management of IT Services (Fixed Price Mode)**		Declare the best practices/standards/guidelines adopted for IT service management (like ITIL or equivalent) The assessment will be based on the quality and completeness of the description.	**30**
	• Standards/best practices/methodologies	Description of the Standards/best practices/methodologies used for service management		
	• Service Level Agreements (in the contractual period of warranty post go-live or in case of a managed service)	Corrective (bugs) and adaptive maintenance (change requests)	Describe how - the corrective maintenance is performed (e.g. single point of contact, incident categorisation, incident reaction time and resolution time, problem management, procedures, tools and templates adopted) - the adaptive maintenance is performed (e.g. single point of contact, description and timelines for change acknowledgement, requirement definition, impact, risks,	

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			quotation, procedures, tools and templates adopted)	
		Business continuity	Describe how and which SLA would be implemented (e.g. service availability, service continuity, backup and restore, web applications response time etc.). The assessment will be based on the quality and completeness of the description.	
	• Handover of competencies and business continuity at the end of the warranty period	Handover plan implementation, Training , Documentation, Portability and interoperability	Describe: • planning/execution of training for users, business admin users, handover training for IT admin and developers • planning/implementation of overlap periods (e.g. shadowing, double walking) • documentation drafting • design services for portability and interoperability The assessment will be based on the quality and completeness of the description.	
	• Handover of competencies and business continuity	Off-boarding process at the end of the framework contract	With reference to section 2.4.8.5 describe the: • handover plans, • formal acceptance process of the handover by the contracting authority The assessment will be based on the quality and completeness of the description.	
4	**Resource selection**		Describe the procedures/policies foreseen for the implementation of the Contract: • to evaluate requirements included in each service request, • For candidate scouting: ascertainment of the reliability of the CV and recruitment. • (in case of T&M), measures foreseen to ensure that the selected candidates will be available at the time of the activation of the contract The assessment will be based on the quality and completeness of the description.	**15**
	• Recruitment	Methodology used to evaluate the requirements		

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		Tools and channels used	Describe databases and recruitment channels used, how they are managed (incl. if they accessible or not to the contracting authority). The assessment will be based on the quality and completeness of the description.	
5	**Resource management**	Technical skills and competency management	Describe the: • Certification and certification maintenance management plans (e.g. project management, service management, security etc.) • training maps The assessment will be based on the quality and completeness of the description.	**15**
		Soft skills management	Describe the: • training on negotiation and conflict management, • internal policies for conflict management etc., • customer management training. The assessment will be based on the quality and completeness of the description.	
		Staff motivation	Describe the measures to be adopted to ensure staff motivation (including incentive schemes based on the feedback provided by the contracting authority). The assessment will be based on the quality and completeness of the description.	
		Staff attrition/turnover	Describe the policies to manage sudden and unplanned leave/unavailability of a consultant (competency mapping and retaining, recovery measures, retaining policies). The assessment will be based on the quality and completeness of the description.	
	TOTAL			**100**

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3.3.2 Assessment of Price

Financial Evaluation

The financial evaluation will be made on the basis of the prices offered in the financial offer (Annex V). The financial offer must be presented strictly in the format provided in **Annex V**.

The financial offers will be first checked for any arithmetical errors in computation and summation. If an error is identified in the table, the daily price per profile and experience level will be taken into account to recalculate the weighted prices and averages.

The financial score will be based on the overall weighted average price (weighted per profile and per experience level) reported in the table in Annex V.

The tenderers will receive their financial score based on 3 Evaluation Parameters (see Annex V - Part 2).:

- A = Overall weighted average price: points for tender X = (lowest Overall weighted average price / Overall weighted average price of tender X) * W1.
- B = Outside Normal Working Hours: points for tender X = (lowest surcharge / surcharge of tender X) * W2.
- C = Weekends and Bank Holidays: points for tender X = (lowest surcharge / surcharge of tender X) * W3.

The consolidated financial score for each Tenderer will be calculated as follows:

Financial score = A + B + C

Financial Offer

- The financial offer must be presented in the format provided in **Annex V**.
- Every tenderer is required to verify that the results of all data entered in the model financial offer are correct and ensure that all averages, totals etc. are correct and consistently provided.
- A price shall be indicated for each combination of profile and experience level and must not amount to zero. Failure to comply with this requirement may lead to rejection of the tender.
- **Please note that the prices indicated are maximum prices, and will be binding on the contractor throughout the contract implementation, subject to possible price indexation/revision foreseen in the framework contract.**
- Prices must be quoted in **EURO** and include all expenses necessary to perform the contract. **No further reimbursements shall be made whatsoever.**

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- Prices shall be fixed and not subject to revision for the first year of performance of the Contract. From the beginning of the second year of performance of the Contract, prices may be subject to revision. The revision shall be solely done as stipulated in the draft contract (Part III of the Procurement Documents).

- Prices must be quoted free of any duties, taxes (such as VAT) and/or other charges, as EASA is exempt from such charges under Articles 3 and 4 of the Protocol on the privileges and immunities of the European Union.

- Costs incurred in preparing and submitting tenders are borne by the tenderer and shall not be reimbursed.

3.3.3 Contract Award - Choice of the Selected Tender

The most economically advantageous tenders are established by weighing technical quality against price on a 50/50 basis.

The consolidated score for each tenderer will be calculated as follows:

Consolidated score = Technical score*0,5 + Financial score*0,5

The tenderers will be placed into a ranked list. The framework contracts will be awarded to the 3 (maximum) best ranked tenders.

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ANNEX I - TENDER SUBMISSION FORM

1. SUBMITTED by (i.e. the identity of the tenderer)	
Tenderer (Legal Name)	
Legal Address	
Postal Address for Tender *(if different from above)*	
Nationality *(country of registration)*	
VAT Registration Number	

2. CONTACT PERSON for this Tender *(to act as focal point for all communication which may take place between EASA and the tenderer)*	
Name	
Organisation	
Address	
Telephone	
E-mail	

3. AUTHORISED SIGNATORY for this Tender *(i.e. legally authorised representative of the tenderer)*	
Name	
Position	
Address	
Documentary Evidence Attached	☐ Supporting documents providing evidence that above-mentioned signatory is legally empowered to represent / sign on behalf of the tenderer attached.

4. INFORMATION ON JOINT TENDERS			
Tender is submitted on behalf of a Consortium *(indicate as applicable)* YES ☐ / NO ☐			
Role	**Name(s) of legal entity or entities submitting this tender**	**SME (small or medium-sized enterprise[7])**	**Nationality**
Leader (as above)		**YES ☐ / NO ☐**	
Member 1		**YES ☐ / NO ☐**	

[7] http://eur-lex.europa.eu/legal-content/EN/LSU/?uri=CELEX%3A32003H0361

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Member 2		**YES** ☐ **/ NO** ☐	

Add / delete additional lines for consortium members as appropriate. ***Please note that a sub-contractor IS NOT considered to be a consortium member****.*

5. INFORMATION ON SUB-CONTRACTING		
Tenderer shall make use of sub-contractors *(indicate as applicable)* YES ☐ **/ NO** ☐		
In line with section 1.6 we/I undertake to guarantee the eligibility of the sub-contractor(s) for the parts of the contract for which we have stated our intention to sub-contract in the technical offer.		
Name	**Nationality**	**% Sub-contracted**

Add / delete additional lines for sub-contractors as appropriate.

6. SUBMISSION CHECKLIST (i.e. content of the offer) *- Our tender is made up of the following documents, duly signed and dated:*

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ENVELOPE A – ADMINISTRATIVE DOCUMENTS			
	Single Tenderer / Consortium Leader	Consortium Members	Sub-contractors
✓ **Tender Submission Form** (front page of admin docs) – using template in **Annex I.**	☐	N/A	N/A
✓ **Declaration of Honour** (section 3.1 Exclusion Criteria) – using template in **Annex II.**	☐	☐	N/A
✓ *In case of sub-contracting (section 1.6):* **Sub-contractors Declaration** – **Annex III.**	N/A	N/A	☐
✓ **Financial Identification Form –** using the template downloadable from the EASA Procurement Webpage: http://www.easa.europa.eu/the-agency/procurement	☐	N/A	N/A
✓ **Legal Entity Form** (section 3.2.1 Legal & Regulatory Capacity) – using the indicated in and providing the supporting documents requested in section 3.2.1.	☐	☐	N/A
✓ **Economic & Financial Capacity Documents** (section 3.2.2) – using template in **Annex IV.a** accompanied by the documents requested therein.	☐	☐	N/A
✓ *In case of consortia (section 1.5):* **Consortium agreement** (*if already available*), or, **powers of attorney** issued by the consortium members empowering the representative of the consortium leader (tenderer) to submit a tender on their behalf.	☐	☐	N/A
ENVELOPE B – TECHNICAL DOCUMENTS (one signed original & three copies)			
✓ **Technical & Professional Capacity Documents** (section 3.2.3 – evidence required). ✓ **Technical Offer** (section 3.3.1 of the specifications).	☐		
ENVELOPE C - FINANCIAL DOCUMENTS (one signed original & three copies)			
✓ **Financial Offer** (section 3.3.2) - using the template in **Annex V – Insert signed print out + <u>include completed electronic version on USB Stick.</u>**	☐		

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7. DECLARATION

I, the undersigned, **being the authorised signatory** of the above tenderer (including all consortium members, in the case of a consortium), hereby declare that we have examined and accept without reserve or restriction the entire contents of the tender specifications for the tender procedure referred to above.

Furthermore, we hereby solemnly declare that:

- **In the case of consortium:** We are fully aware that, in the case of a consortium, the composition of the consortium cannot be modified in the course of the tender procedure except with the prior written authorisation of EASA. We are also aware that the consortium members would have joint and several liability towards EASA concerning participation in both the above procedure and any contract awarded to us as a result of it.
- We accept the **validity period** stipulated in section **1.9** of the Tender Specifications.
- We declare and confirm our unconditional and irrevocable **acceptance of all the terms and conditions** set out in the Procurement Documents (Contract Notice, Procurement Documents - Part I - invitation to tender, Part II - tender specifications and Part III - draft contract) and, where appropriate, waiver of our own general or specific terms and conditions. *Please note that this acceptance shall be fully binding on the tenderer as of submission of the tender and, in case of successful contract award, for the entire duration of the contract.*
- **Professional Conflicting Interest:**
  - We are not and shall not be in any situation which could give rise to a professional conflicting interest in what concerns the performance and/or implementation of the contract.
  - We also declare that in the case that we are found to be in a situation of professional conflicting interest, in relation to this tender / contract, we understand that our tender shall be rejected.
  - In the event of the contract being awarded to us, we undertake to act with complete impartiality and in good faith in what concerns its performance and outcome and to immediately declare to EASA in writing any situation that might raise concerns with respect to professional conflicting interest, impartiality or otherwise affect our position/ability to duly and appropriately perform the contract.
- We are aware that there is **no possibility of negotiating the contract** and, should the contract be awarded to us hereby undertake to duly sign it with the same terms and conditions and substantially in the form enclosed in the procurement documents.
- We are also aware and agree that **non-acceptance of terms and/or conditions** as cited above **may lead to the exclusion of our tender** for non-compliance with the tender conditions.

Name	
Date & Signature	

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ANNEX II - DECLARATION OF HONOUR (ON EXCLUSION CRITERIA & SELECTION CRITERIA)

(To be completed by tenderer and (in the case of joint tenders) by each consortium member)

Name of the individual:	
ID or Passport number:	
Representing* [himself/herself][the following legal person]:	
Full official name:	
Official legal form	
Full official address:	
Statutory registration number:	
VAT registration number:	

**Please choose adequate form and delete as appropriate – individual representing themselves (i.e. freelance consultant, expert etc.) or individual representing a legal body (i.e. company, organisation etc.)*

(1) Declares whether the above-mentioned person is in one of the following situations or not (PLEASE TICK YES OR NO):		
SITUATION OF EXCLUSION CONCERNING THE PERSON	YES	NO
(a) it is bankrupt, subject to insolvency or winding up procedures, its assets are being administered by a liquidator or by a court, it is in an arrangement with creditors, its business activities are suspended or it is in any analogous situation arising from a similar procedure provided for under national legislation or regulations;	☐	☐
(b) it has been established by a final judgement or a final administrative decision that the person is in breach of its obligations relating to the payment of taxes or social security contributions in accordance with the law of the country in which it is established, with those of the country in which the contracting authority is located or those of the country of the performance of the contract;	☐	☐
(c) it has been established by a final judgement or a final administrative decision that the person is guilty of grave professional misconduct by having violated applicable laws or regulations or ethical standards of the profession to which the person belongs, or by having engaged in any wrongful conduct which has an impact on its professional credibity where such conduct denotes wrongful intent or gross negligence, including, in particular, any of the following:		
(i) fraudulently or negligently misrepresenting information required for the verification of the absence of grounds for exclusion or the fulfilment of selection criteria or in the performance of a contract;	☐	☐
(ii) entering into agreement with other persons with the aim of distorting competition;	☐	☐
(iii) violating intellectual property rights;	☐	☐
(iv) attempting to influence the decision-making process of the contracting authority during the award procedure;	☐	☐

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(v) attempting to obtain confidential information that may confer upon it undue advantages in the award procedure;	☐	☐
(d) it has been established by a final judgement that the person is guilty of any of the following:		
(i) fraud, within the meaning of Article 1 of the Convention on the protection of the European Communities' financial interests, drawn up by the Council Act of 26 July 1995;	☐	☐
(i) corruption, as defined in Article 3 of the Convention on the fight against corruption involving officials of the European Communities or officials of EU Member States, drawn up by the Council Act of 26 May 1997, and in Article 2(1) of Council Framework Decision 2003/568/JHA, as well as corruption as defined in the legal provisions of the country where the contracting authority is located, the country in which the person is established or the country of the performance of the contract;	☐	☐
(ii) participation in a criminal organisation, as defined in Article 2 of Council Framework Decision 2008/841/JHA;	☐	☐
(iii) money laundering or terrorist financing, as defined in Article 1 of Directive 2005/60/EC of the European Parliament and of the Council;	☐	☐
(iv) terrorist-related offences or offences linked to terrorist activities, as defined in Articles 1 and 3 of Council Framework Decision 2002/475/JHA, respectively, or inciting, aiding, abetting or attempting to commit such offences, as referred to in Article 4 of that Decision;	☐	☐
(v) child labour or other forms of trafficking in human beings as defined in Article 2 of Directive 2011/36/EU of the European Parliament and of the Council;	☐	☐
(e) the person has shown significant deficiencies in complying with the main obligations in the performance of a contract financed by the Union's budget, which has led to its early termination or to the application of liquidated damages or other contractual penalties, or which has been discovered following checks, audits or investigations by an Authorising Officer, OLAF or the Court of Auditors;	☐	☐
(f) it has been established by a final judgment or final administrative decision that the person has committed an irregularity within the meaning of Article 1(2) of Council Regulation (EC, Euratom) No 2988/95;	☐	☐
(g) for the situations of grave professional misconduct, fraud, corruption, other criminal offences, significant deficiencies in the performance of the contract or irregularity, the applicant is subject to: (i) facts established in the context of audits or investigations carried out by the Court of Auditors, OLAF or internal audit, or any other check, audit or control performed under the responsibility of an authorising officer of an EU institution, of a European office or of an EU agency or body; (ii) non-final administrative decisions which may include disciplinary measures taken by the competent supervisory body responsible for the verification of the application of standards of professional ethics; (iii) decisions of the ECB, the EIB, the European Investment Fund or international organisations; (iv) decisions of the Commission relating to the infringement of the Union's competition rules or of a national competent authority relating to the infringement of Union or national competition law; or (v) decisions of exclusion by an authorising officer of an EU institution, of a European office or of an EU agency or body.	☐	☐

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[Only for legal persons other than Member States and local authorities, otherwise delete this table] **(2) Declares whether a natural person who is a member of the administrative, management or supervisory body of the above-mentioned legal person, or who has powers of representation, decision or control with regard to the above-mentioned legal person (this covers the company directors, members of the management or supervisory bodies, and cases where one natural person holds a majority of shares) is in one of the following situations or not (PLEASE TICK YES OR NO):**		
SITUATIONS OF EXCLUSION CONCERNING NATURAL PERSONS WITH POWER OF REPRESENTATION, DECISION-MAKING OR CONTROL OVER THE LEGAL PERSON	YES	NO
Situation (c) above (grave professional misconduct)	☐	☐
Situation (d) above (fraud, corruption or other criminal offence)	☐	☐
Situation (e) above (significant deficiencies in performance of a contract)	☐	☐
Situation (f) above (irregularity)	☐	☐

(3) Declares whether a natural or legal person that assumes unlimited liability for the debts of the above-mentioned legal person is in one of the following situations or not (PLEASE TICK YES OR NO OR N/A):			
SITUATIONS OF EXCLUSION CONCERNING NATURAL OR LEGAL PERSONS ASSUMING UNLIMITED LIABILITY FOR THE DEBTS OF THE LEGAL PERSON	YES	NO	N/A
Situation (a) above (bankruptcy)	☐	☐	☐
Situation (b) above (breach in payment of taxes or social security contributions)	☐	☐	☐

(4) Declares whether the above-mentioned person is in the following situation or not (PLEASE TICK YES OR NO):		
GROUNDS FOR REJECTION FROM THIS PROCEDURE	YES	NO
(h) Has distorted competition by being previously involved in the preparation of procurement documents for this procurement procedure;	☐	☐

(5) Acknowledges that the above-mentioned person may be subject to rejection from this procedure and to administrative sanctions (exclusion or financial penalty) if any of the declarations or information provided as a condition for participating in this procedure prove to be false.

(6) Declares whether the above-mentioned person complies with the selection criteria as provided in the tender specifications (PLEASE TICK YES OR NO):		
SELECTION CRITERIA	YES	NO
(a) It has the legal and regulatory capacity to pursue the professional activity needed for performing the contract as required in section 3.2.1 of the tender specifications;	☐	☐
(b) It fulfills the applicable economic and financial criteria indicated in section 3.2.2 of the tender specifications;	☐	☐

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(c) It fulfills the applicable technical and professional criteria indicated in section 3.2.3 of the tender specifications.	☐	☐

(7) The above-mentioned person as legal representative of the tenderer or legal representative of the leader of the consortium in case of joint tender, declares that:			
	YES	NO	N/A
the tenderer, including all members of the group in case of joint tender and including subcontractors if applicable, complies with all the selection criteria for which a consolidated assessment will be made as provided in the tender specifications.	☐	☐	☐

(8) Declares that the above-mentioned person will be able to provide the necessary supporting documents listed in the relevant sections of the tender specifications and which are not available electronically upon request and without delay.

(9) Declares that the above-mentioned person complies with applicable environmental, social and labour law obligations established by Union law, national legislation, collective agreements or the international environmental, social and labour conventions listed in Annex X to the Public Procurement Directive[8].

***IMPORTANT NOTES:**

✓ **Remedial Measures:**

If the person declares one of the situations of exclusion listed above, it should indicate the measures it has taken to remedy the exclusion situation, thus demonstrating its reliability. They may include e.g. technical, organisational and personnel measures to prevent further occurrence, compensation of damage or payment of fines. The relevant documentary evidence which appropriately illustrates the remedial measures taken should be provided in annex to this declaration. This does not apply for the situations referred in point (d) of this declaration.

✓ **Evidence upon request:**

Upon request, the tenderer(s) to whom the contract is to be awarded **shall provide**, **within 15 days following notification of award and preceding the signature of the contract**, **the following documentary evidence in original to confirm the declaration**:

- For situations described in (a), (c), (d) or (f), production of a recent extract from the judicial record is required or, failing that, an equivalent document recently issued by a judicial or administrative authority in the country of establishment of the person showing that those requirements are satisfied.

- For the situation described in point (a) or (b), production of recent certificates issued by the competent authorities of the State concerned are required. These documents must provide evidence covering all taxes and social security contributions for which the person is liable, including for example, VAT, income tax (natural persons only), company tax (legal persons only) and social security contributions.

Where any document described above is not issued in the country concerned, it may be replaced by a sworn statement made before a judicial authority or notary or, failing that, a solemn statement made before an administrative authority or a qualified professional body in its country of establishment.

[8] Directive 2014/24/EU of the European Parliament and of the Council of 26 February 2014: http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex:32014L0024

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**Note: If the tenderer has already submitted such evidence for the purpose of another procurement procedure, its issuing date does not exceed one year and it is still valid, the person shall declare on its honour that the documentary evidence has already been provided and confirm that no changes have occurred in its situation.*

Name	
Date & Signature	

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ANNEX III – SUB-CONTRACTORS DECLARATION

(To be completed by each sub-contractor including freelance consultants)

<Letterhead of the sub-contractor or other entity on whose resources to rely>

Name of Tenderer:	
Name of the individual *(authorised signatory)*	
representing the following legal person: *(only if the economic operator is a legal person)*	
Name of Company / Organisation:	
Legal address:	
Registration number/ID Card No.:	
VAT number:	

DECLARATION OF INTENT
I, the undersigned, being the authorised signatory of the above company hereby solemnly declare and confirm our irrevocable undertaking to collaborate with the above named tenderer should they win the contract and that all appropriate and necessary resources from our part shall be put at the tenderer's disposal for the performance of the contract.
DECLARATION OF HONOUR (ON EXCLUSION CRITERIA)
Furthermore, declares on oath that the above-mentioned natural/legal person is not in one of the situations of exclusion situations listed in Articles 106 and 107 of the Financial Regulation (FR)[9].

Name	
Date & Signature	

[9] Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council of 25 October 2012 on the financial rules applicable to the general budget of the Union and repealing Council Regulation (EC, Euratom) No 1605/2002 (OJ L 298 of 26.10.2012, p. 1) as amended (http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32015R1929).

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ANNEX IV.a – SELECTION CRITERIA – 3.2.2 ECONOMIC & FINANCIAL CAPACITY

Name of Tenderer:	
(*In case of consortia:* **Name of Consortium Member:)**	

In line with section 3.2.2 – Economic & Financial Capacity (Selection Criteria) please complete the table below with the information and supporting documents requested.

a. Statement of Annual Turnover [concerning the services/supplies covered by the contract]		
Year	**Annual Turnover concerning the services/supplies covered by the contract *(indicating currency)***	**Balance Sheets or Extracts from Balance Sheets Provided / Attached to Offer**
20XX Yr N-1	<complete>	☐
20XXYr Yr N-2	<complete>	☐
20XX Yr N-3	<complete>	N/A

Name	
Date & Signature	

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ANNEX IV.b – SELECTION CRITERIA – 3.2.3 TECHNICAL & PROFESSIONAL CAPACITY – EXPERIENCE OF THE TENDERER

Name of Tenderer:	

In line with section 3.2.3 – Technical & Professional Capacity (Selection Criteria) please complete the table below with the information and supporting documents requested.

	Client /Company Name**	**Project / Contract Start – End Date**	**Description of Services**	**Reference Included in Tender** (minimum <X>)
1.				☐
2.				☐
3.				☐
4.				☐
5.	*			☐

**More rows/columns can be added by the tenderer where necessary*
*** Where this cannot be disclosed, please indicate company type or equivalent*
**** Where this cannot be disclosed other means to verify the scope/volume shall be presented i.e. range*

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Name	
Date & Signature	

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ANNEX IV.c – TECHNICAL & PROFESSIONAL CAPACITY - OVERVIEW OF RESOURCE POOL

Name of Tenderer:	

In line with section 3.2.3 – Technical & Professional Capacity (Selection Criteria) please complete the table below with the information and supporting documents requested.

	Profile (as per Annex VI)	**Names (2 per profile)**	**Role / Main Responsibilities in [Project Team/Contract Implementation]**	**Employment Status *(i.e. employed, sub-contracted, staff member of consortium partner etc.)***	**CV included in offer**
1.					☐
2.					☐
3.					☐
3					☐
4					☐
5					☐
6					☐
7					☐

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8					☐
9					☐
10					☐
11					☐
12					☐
13					☐
14					☐
15					☐
16					☐
17					☐
18					☐
19					☐

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20					☐
21					☐
22					☐
23					☐
24					☐
25					☐
26					☐
27					☐
28					☐
29					☐
30					☐
31					☐

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32					☐
33					☐
34					☐
35					☐
36					☐
37					☐
38					☐

**More rows/columns can be added by the tenderer where necessary*

Name	
Date & Signature	

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ANNEX V - MODEL FINANCIAL OFFER

Name of Tenderer:	

Part 1

Please insert signed print out of "Annex V – Financial Offer – Part 1 – ITAIMS –Price Evaluation" with completed prices + also include completed electronic version of the excel file on USB Stick. In any case the paper version shall prevail.
The prices communicated in the excel file correspond to prices performed during normal working hours.

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PART 2

Complete the table below. (Please make sure the values are aligned with what is reported in the printout and in the excel file).

Evaluation parameter.	Explanation	Value	Weighting (W)
Overall weighted average price	Report Value of Cell L31 .		96 (W1)
Outside Normal Working Hours	The tenderer will provide a unique percentage applicable in case of work outside the normal working hours (as defined in the tender specifications) to all the on-site prices. This surcharge can only be applicable in Time & Means mode.		2 (W2)
Weekends and Bank Holidays	The tenderer will provide a unique percentage applicable in case of work during weekends and German Bank Holidays (as defined in the tender specifications) to all the on-site prices communicated in ANNEX V. This surcharge can only be applicable in Time & Means mode.		2 (W3)
Total			100

Explanatory Note:

- **The Tenderer will join a signed printout of the "ITAIMS –Price Evaluation" excel file.**
  - **Filling the name (in cell B2).**
  - **Filling prices for each profiles and level of expertise (on-site and off-site).**

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- **Prices will correspond to 1 Man-Day (8 Hours) of work.**

- **All prices reported in the excel file and in the print out to be considered as relating to services performed during Normal Working Hours (as defined in the tender specifications).**

- **Please note that the prices in the table above, are maximum prices, and will be binding on the contractor throughout the contract implementation, subject to possible price indexation/revision foreseen in the framework contract. All prices should be consistent and proportionate.**

- **Please note that surcharge rates in case of work outside of normal working hours and in case of work during weekend and Bank Holidays reported in the table above, are binding on the contractor throughout the contract implementation, they are not subject to revision during the framework contract.**

- Prices must be quoted in **EURO** and include all expenses necessary to perform the contract. **No further reimbursements shall be made whatsoever.**

- A price shall be indicated for each profile and must not amount to zero. Failure to comply with this requirement may lead to rejection of the tender.

- Every tenderer is required to verify that the results of all data entered in the model financial offer are correct and ensure that all averages, sub-totals, totals etc. are correct and consistently provided.

- Prices shall be fixed and not subject to revision for the first year of performance of the Contract. From the beginning of the second year of performance of the Contract, prices may be subject to revision. The revision shall be done as stipulated in the draft contract.

Name	
Date & Signature	

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ANNEX VI – Profile Description

1. Project Manager

- **Description of main tasks (non-exhaustive):**
  - Business case consolidation and assessment;
  - Requirement collections;
  - Scope and WBS definition;
  - Stakeholder identification and management;
  - Activity definition;
  - Resource estimation;
  - Schedule development;
  - Risk identification, assessment and management;
  - Budget estimation;
  - Direct and manage project execution (monitoring and controlling schedule, HR and expenditures costs, quality, risks);
  - Reporting;
  - Quality assurance;

- **General competences and skills:**
  - Capability of integration in an international/multi-cultural environment, rapid self-starting capability and experience in team working, understanding the needs, objectives and constraints of those in other disciplines and functions;
  - Ability to reach common understanding and agreement from all stakeholders;
  - Experience in conflict management (with focus on public sector);
  - Presentation skills (giving presentation to people of all management and team members levels);
  - Ability to use the project management tools and methodologies;
  - Ability to manage one's own time, even in the face of stressful situations;
  - Ability to prioritize between competing tasks on a rational basis and in a decisive manner;
  - Negotiations skills;
  - Integrity & Professionalism
  - Respect for Diversity
  - Open Minded and committed to continuous learning
  - English at level C1 or equivalent;

- **Required proficiency in Information Services:**
  - The professional experience acquired in a similar technical environment to that of the Agency's IT activities;
  - Experience in business processes and requirements analysis;
  - Hands-on experience in managing any IT project type (web, software, infrastructure and security);
  - Hands-on experience in handling multiple projects in parallel;
  - Experience in monitoring and reporting on time and cost performance during project execution;
  - Hands-on experience with SAP PPM or any other project management tool;

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- **Education and work experience:**
  - Qualification in a project/program management methodology: PMI or Prince2 or equivalent;
  - Experience in implementation of ITIL Best Practices;
  - Experience in multicultural organizations;
  - Experience in the public sector;

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2. Business/Functional Analyst

- **Description of main tasks (non-exhaustive):**
  - Business architectures definition;
  - Definition of business use cases and actors and how they interact;
  - Gathering of user requirements;
  - Critical review of user requirements;
  - Documentation of user requirements;
  - Formal business or functional analysis;
  - Understand and learn the business aspects that are unique to the Agency, and also to communicate the constraints of IT (within budget) to the users;
  - Use the Agency's requirements management tool and work within the Agency's project management methodology;

- **General competences and skills:**
  - Master formal business analysis methods and techniques;
  - Problem identification and solving skills: ability to constructively challenge assumptions, identify key issues and escalate as appropriate;
  - Ability to provide effective co-ordination for the business team ensuring that team members are motivated and constantly developing their skills and experience;
  - Ability to manage conflicts;
  - Passion for achievement and full accountability;
  - Business acumen;
  - Ability to develop long term relationship with the Agency;
  - Integrity & Professionalism;
  - Respect for Diversity;
  - Open Minded and committed to continuous learning;
  - English at level C1 or equivalent;

- **Required proficiency in Information Services:**
  - Proven experience with business, functional and technical requirements analysis, elicitation, modelling, verification, and methodology development;
  - Experience overseeing the design, development, and implementation of software and hardware solutions, systems, or products;
  - Excellent understanding in the areas of application programming, database and system design;
  - Strong experience in testing solutions and systems: writing test cases and testing;
  - Proficiency in Microsoft Office Products (Word, Excel, PowerPoint);
  - Knowledge of conceptual data modelling, data flows and data analysis;
  - Demonstrated project management skills;

- **Education and work experience:**
  - Certification in a known business analysis methodology is recommended: IIBA or equivalent;
  - Experience in multicultural organizations;
  - Experience in the public sector;

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3. Software Tester (ST)

- **Description of main tasks (non-exhaustive):**
  - Compliance checks and tests of software deliverables including documentation against the requirements and specifications;
  - Definition of test plans and test cases;
  - Construction of test scenarios and scripts,
  - Test coordination and execution;
  - Reporting of test results to the Software Project Manager;
  - Take responsibility in planning and testing of the applications;
  - Production and review of test scripts;
  - Building the test environment;
  - Investigation and replication of issues, logging of issues;
  - Continual contribution to the improvements of the test process;
  - Elaboration of test programs;

- **General competences and skills:**
  - Master formal software testing methods and techniques;
  - Problem identification and solving skills: ability to constructively challenge assumptions, identify key issues and escalate as appropriate;
  - Ability to provide effective co-ordination for the testers and user acceptance testing;
  - Ability to manage conflicts;
  - Passion for achievement and full accountability;
  - Business acumen;
  - Integrity & Professionalism;
  - Respect for Diversity;
  - Open Minded and committed to continuous learning;
  - English at level C1 or equivalent;

- **Required proficiency in Information Services:**
  - Experience with Test Driven Development (TDD) and scenarios;
  - Possession of a software testing certificate;
  - Excellent understanding in the areas of application programming, database and system design;
  - Strong experience in testing solutions and systems: writing test cases and testing;
  - Experience in implementation of ITIL Best Practices;
  - Proficiency in Microsoft Office Products (Word, Excel, PowerPoint);
  - Knowledge of conceptual data modelling, data flows and data analysis;

- **Education and work experience:**
  - Degree in Computer Science or similar such as engineering, mathematics, informatics etc.;
  - Experience in multicultural organizations;
  - Proven experience with business and technical requirements analysis, elicitation, modelling, verification, and methodology development;

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4. Software Architect (SA)

- **Description of main tasks (non-exhaustive):**
  - Architectural analysis, including definition of a candidate architecture for the system and of the architectural patterns, key mechanisms and modelling conventions of the system in line with the Agency's Information and Communication Technology Standards;
  - Use case analysis including:
    - Identification of the classes which perform the flow of events in a use case.
    - Distribution of the use case behaviour to those classes, using use-case realisations.
    - Identification of the responsibilities, attributes and associations of the classes.
    - Definition of a software architecture satisfying quality attributes complying with enterprise standards.
  - Design and conduct architectural proofs-of-concept and prototypes;
  - Design of the user interface in conjunction with a user-interface specialist;
  - Define the structuring of the implementation model;
  - Implementation of key elements of the system;
  - Conduct architecture and code reviews;
  - Production of the relevant technical documentation, such as system designs, class designs etc. and documentation for the support team;
  - Estimation and prioritization of work packages and project plans;
  - Definition and maintenance of a software development methodology including standards and quality aspects;
  - Prepare and deliver formal presentations to the relevant stakeholders;
  - Interact at executive, team and business levels;
  - Liaise with different technical teams, such as system administrators, testers and support, understanding their requirements;

- **General competences and skills:**
  - Experience in multicultural organizations;
  - Excellent written and verbal communication skills;
  - Capacity to assist the support team in training the users of the system;
  - Capacity to assist with the evaluation and testing of products delivered by external system suppliers to ensure that they conform to requirements and technical standards;
  - Able to communicate in a succinct, clear and understandable manner;
  - Able to summarize and present successfully key technical issues to the relevant stakeholders (developers, analysts, peers, management and business users) taking into consideration the background of the audience;
  - Integrity & Professionalism;
  - Respect for Diversity;
  - Open Minded and committed to continuous learning;
  - English at level C1 or equivalent;

- **Required proficiency in Information Services:**
  - Experience in solutions design through development of software components targeted to be reused by more than one business system or solution/project;
  - Proven ability to quickly understand a complex situation, determine the few key critical factors, and make resolution recommendations (e.g. Build vs. Buy);

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- Experience in modelling complex business processes and translating them into understandable IT constructs (list examples);
- General knowledge of current and emerging technology products and services, both in the domain of IT Architecture as well as for general IT technology advancement as shown by training or experience;
- Experience with Enterprise Architecture Frameworks (e.g. The Open Group Architecture Framework (TOGAF) or Zachman);
- Experience with a System Development Environment, including the specific development tools sets;
- Time management capabilities are very desirable. These include:
    - Ability to manage one's own time, even in the face of stressful situations.
    - Ability to prioritise between competing tasks on a rational basis and in a decisive manner.
- Supervisory experience is very desirable;
- Leadership capabilities are very desirable. These include:
    - Demonstrable leadership capabilities.
    - Experience in coaching developers in new technologies.
    - Experience in managing interactions between the development team and other stakeholders (e.g. system administration, testers, support, analysts, management, business).

- **Education and work experience:**
    - University degree or professional training of an equivalent level in the field of Computer/IT Science, Information Systems;

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5. Developer Web technologies

- **Description of main tasks (non-exhaustive):**
  - Analyse and estimate requests for changes, project tasks related to the competence, bug fixes, designs etc. according to the incoming requests;
  - Assist with design and prototyping activities or design and prototype software components to be implemented according to the architectural standards;
  - Implement software items by writing clean, well designed and self-documenting code based on EASA IT Standards (SSDLC – Secure Software Development Lifecycle, EASA Data and IT Architecture etc.);
  - Write appropriate unit and integration tests;
  - Support UAT (User Acceptance Testing);
  - Document the application according to EASA IT Standards;
  - Integrate the implemented software components in the various environments (validation, staging, production etc.);
  - Troubleshoot and test the software to ensure strong optimization and functionality;
  - Perform maintenance on the software according to the incoming maintenance requests;
  - Perform evolution to the software according to incoming change and/or project requests;
  - Provide support and expertise to other teams and as 2nd and 3rd support level to end-users in the field of expertise;
  - Providing detailed reports to the project manager and/or Team Coordinator (scope, time);

- **General competences and skills:**
  - Well planned and organized;
  - Results and quality oriented;
  - Good communication skills;
  - Team Player;
  - Integrity & Professionalism;
  - Respect for Diversity;
  - Open Minded and committed to continuous learning;
  - English minimum level at B2 or equivalent;

- **Required proficiency in Information Services:**
  - Proven work experience with PHP and implementation of object-oriented patterns;
  - Proven work experience in setting up and configuring Apache with SSL and other modules, in different operating systems;
  - Strong knowledge of SOAP and/or REST and/or SOA and ESB technologies and architecture;
  - Strong knowledge of OWASP application security flaws and mitigation measures, proven by the implementation of a secure web application (example to be provided);
  - Strong understanding of web applications security features;
  - Knowledge and experience of HTML5/CSS3 is considered advantageous;
  - Knowledge and experience with “App” design and “App” development is considered advantageous;
  - Experience in other PHP Frameworks is considered advantageous (e.g. Zend Framework);
  - Development based on Agile Methodologies Experience in implementation of ITIL Best Practices;

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- **Education and work experience:**
  - Degree in Computer Science or similar such as engineering, mathematics, informatics etc.;
  - programming experience with PHP, XHTML, CSSx, JavaScript/AJAX and HTML;
  - minimum of 2 years of experience in integrating PHP with Oracle, MySQL and/or MS SQL Server DBMS;
  - Experience in working in an environment with technical teams comprised of testers, analysts and system administrators;
  - Experience in multicultural organizations;

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- Experience in working in an environment with technical teams comprised of testers, analysts and system administrators;
- Experience in multicultural organizations;

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6. Developer Microsoft technologies

- **Description of main tasks (non-exhaustive):**
  - Analyse and estimate requests for changes, project tasks related to the competence, bug fixes, designs etc. according to the incoming requests;
  - Assist with design and prototyping activities or design and prototype software components to be implemented according to the architectural standards;
  - Implement software items by writing clean, well designed and self-documenting code based on EASA IT Standards (SSDLC – Secure Software Development Lifecycle, EASA Data and IT Architecture etc.);
  - Write appropriate unit and integration tests;
  - Support UAT (User Acceptance Testing);
  - Document the application according to EASA IT Standards;
  - Integrate the implemented software components in the various environments (validation, staging, production etc.);
  - Troubleshoot and test the software to ensure strong optimization and functionality;
  - Perform maintenance on the software according to the incoming maintenance requests;
  - Perform evolution to the software according to incoming change and/or project requests;
  - Provide support and expertise to other teams and as 2nd and 3rd support level to end-users in the field of expertise;
  - Providing detailed reports to the project manager and/or Team Coordinator (scope, time);

- **General competences and skills:**
  - Well planned and organized;
  - Results and quality oriented;
  - Good communication skills;
  - Be able to act as Team Player;
  - Integrity & Professionalism;
  - Respect for Diversity;
  - Open Minded and committed to continuous learning;
  - English Language level of at least B2 or equivalent;

- **Required proficiency in Information Services:**
  - Proven work experience with the development process for Share point 2007 and above;
  - Proven work experience in Visual Studio 2010 and above, .Net 3.5 and above, SQL 2008 R2 and above, C#, ASP.Net (with MVC), Silverlight or WPF, HTML, CSS, JavaScript;
  - Proven work experience with MOSS architecture, InfoPath Form services, Workflow, SharePoint designer, Team Foundation Server, WSS;
  - Strong knowledge of SOAP and/or REST and/or SOA and ESB technologies and architecture;
  - Strong knowledge of OWASP application security flaws and mitigation measures, proven by the implementation of a secure web application (example to be provided);
  - Strong understanding of web applications security features;
  - Experience with T-SQL, XSLT;
  - Experience writing LINQ Queries;
  - Experience in writing unit tests in Visual Studio;
  - Experience with MVC and MVVM patterns;

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- Experience in developing various SP elements like Web Parts, workflows, event receivers, content types, features, forms, master pages, timer jobs;
- Development and Maintenance of ASP.Net (MVC 3) Web sites;
- Development and Maintenance of Silverlight (MVVM) Applications;
- Development based on Agile Methodologies;

- **Education and work experience:**
  - University Degree in Computer Science or similar such as engineering, mathematics, informatics etc.;
  - minimum of 5 years programming experience with C#, XHTML, CSSx, JavaScript/AJAX, ASP.Net, Silverlight and HTML;
  - minimum 4 years of experience with development for SharePoint 2010 and above;
  - Experience in working in an environment with technical teams comprised of testers, analysts and system administrators;
  - Experience in multicultural organizations;
  - Experience in the public sector;
  - Experience in implementation of ITIL Best Practices;

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7. Database Developer

- **Description of main tasks (non-exhaustive):**
  - Analyse and estimate requests for changes, project tasks related to the competence, bug fixes, designs etc. according to the incoming requests;
  - Assist with design and prototyping activities or design and prototype software components to be implemented according to the architectural standards;
  - Implement software items by writing clean, well designed and self-documenting code based on EASA IT Standards (SSDLC – Secure Software Development Lifecycle, EASA Data and IT Architecture etc.);
  - Write appropriate unit and integration tests;
  - Support UAT (User Acceptance Testing);
  - Document the application according to EASA IT Standards;
  - Integrate the implemented software components in the various environments (validation, staging, production etc.);
  - Troubleshoot and test the software to ensure strong optimization and functionality;
  - Perform maintenance on the software according to the incoming maintenance requests;
  - Perform evolution to the software according to incoming change and/or project requests;
  - Provide support and expertise to other teams and as 2nd and 3rd support level to end-users in the field of expertise;
  - Providing detailed reports to the project manager and/or Team Coordinator (scope, time);

- **General competences and skills:**
  - Well planned and organized;
  - Results and quality oriented;
  - Good communication skills;
  - Team Player;
  - Integrity & Professionalism;
  - Respect for Diversity;
  - Open Minded and committed to continuous learning;
  - English Language level of at least B2 or equivalent;

- **Required proficiency in Information Services:**
  - Proven work experience in designing and developing databases in Oracle and/or MS SQL Server and/or MySQL;
  - Proven work experience in developing database specifications, maintenance and integration into IT infrastructure;
  - Proven work experience in implementing new database products, database design, or enhancements to core product databases including, but not limited to, database planning, data modelling, schema creation, implementing stored procedures etc.;
  - Strong knowledge of OWASP application security flaws and mitigation measures, proven by the implementation of a secure web application database (example to be provided);
  - Strong understanding of web applications security features;
  - Experience in MS SSIS and MS SSRS;
  - Development based on Agile Methodologies;

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- **Education and work experience:**
  - Degree in Computer Science or similar such as engineering, mathematics, informatics etc.;
  - programming experience with Oracle and/or MS SQL Server and/or MySQL;
  - minimum 2 years of experience in Data Modelling and Database Design;
  - minimum of 2 years of experience in data migrations and integrations;
  - Experience in working in an environment with technical teams comprised of testers, analysts and system administrators;
  - Experience in multicultural organizations;
  - Experience in implementation of ITIL Best Practices;

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8. Lead Consultant

- **Description of main tasks (non-exhaustive):**
  - Rapid assimilation of facts and capacity to comprehend complex circumstances;
  - Provide tailored and relevant advice based on a complete understanding of the circumstances and an extensive and detailed knowledge of both the business and application domains;
  - Widely recognized high level expertise in aspects of the application domain to be specified at the time of conclusion of the relevant Specific Contract;

- **General competences and skills:**
  - Experience in multicultural organizations;
  - Experience in the public sector;
  - Integrity & Professionalism;
  - Respect for Diversity;
  - Open Minded and committed to continuous learning;
  - English Language level of at least C1 or equivalent;

- **Required proficiency in Information Services:**
  - Ability to use the relevant tools and methodologies that will be specified in the request for services;
  - Knowledge and understanding of state-of-the-art technologies to support in the decision making process during a buy/build process;
  - Ability to support the IT department in defining IT strategies and vision;
  - Proven experience with quality procedures;
  - Sound experience in the realization of studies and their implementation;

- **Education and work experience:**
  - Besides in-depth knowledge of the domain, a good mix of administrative, technical, management and linguistic skills is essential;
  - University degree or professional training of an equivalent level in the field of Computer/IT Science, Information Systems;

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9. IT & Data Architect

- **Description of main tasks (non-exhaustive):**
  - The IT & Data Architect is engaged across portfolios and works towards assisting in the translation of business objectives and requirements into an enterprise compliant IT system specification with a focus on the performance, robustness, and operational supportability patterns across the solutions;
  - Facilitating the development of architectural policies and standards as well as technology architecture roadmaps for one or more of the architectural domains (infrastructure / data / application / solutions);
  - The Architect assures the end-to-end architectural view of the system for alignment with non-functional specification standards;
  - Provide Solution Designs, Reviews and Oversight Standards /Policy Governance;
  - Planning, documenting, communicating life cycle state for enterprise technologies (Invest, Maintain, Divest) that enable stability, dependability and recoverability of IT and operations;
  - Facilitate the definition of the Strategic IT Architecture;
  - Provide market research and assessment of off-the-shelf technical solutions (On premise and/or Cloud based);

- **General competences and skills:**
  - Experience in multicultural organizations;
  - Experience in the public sector;
  - Integrity & Professionalism;
  - Respect for Diversity;
  - Open Minded and committed to continuous learning;
  - English Language level of at least C1 or equivalent;

- **Required proficiency in Information Services:**
  - Skilled in Enterprise Architecture, Service Oriented Architecture and/or Solution Architecture domains and demonstrate subject matter expertise in the areas of performance, robustness, and operational supportability;
  - Strong technical expertise and proven design skills with breadth of knowledge across one or more of the architecture disciplines (Data/Application/Infrastructure/Network), specializing in dependability architecture and design non-functional specifications;
  - Ability to conducts stakeholder and architecture capabilities reviews using industry standard notations and tool such as UML/IDEF on Rational System Architect, Sparx Systems Enterprise Architect or ARIS;
  - Experience with Webservers, JEE Application servers (Tomcat, WAS), Messaging/ESB/SOA (Tibco AMX, JMX, Tibco EMS), Data technologies (MS SQL Server, Oracle RAC, Coherence), Storage (SAN, NAS, FC), Server Platform (IBM, HP), Networking (routers, switches, vpn, protocols) and related technologies;
  - Knowledge in major EA and IT Architecture frameworks, such as Zachman, TOGAF, RM-ODP, Gartner Architecture, RUP, 4+1 views, DoDAF etc.;
  - Experience in securing IT applications and infrastructure, and hybrid Cloud architecture;

- **Education and work experience:**
  - University degree or professional training of an equivalent level in the field of Computer/IT Science, Information Systems;

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10. System Administrator

- **Description of main tasks (non-exhaustive):**
  - Support the installation, configuration, security, operation, and maintenance of all equipment and software related to the servers & client (MS Windows 2012 R2 and future versions, Windows 7/10 and future versions, Linux) infrastructure and associated components;
  - Work with IT Project Managers, Business Analysts and IT Architects and the team to evaluate, design and develop solutions to address business needs and opportunities, and propose changes that would make the server environment a more effective solution;
  - Document the technical implementation, policies and procedures to support the operational environment and participate in the design and ongoing refinement of technical implementation documentation, procedures and policies;
  - Examine requirements documents and support creation of technical design documents, unit test, system test and capacity and implementation plans for small to complex projects;
  - Perform, in close collaboration with the team, typical system administrative activities including daily performance monitoring, routine equipment checks and preventative maintenance, updating, controlling access permissions and privileges or issue troubleshooting and resolution;
  - Ensure compliance with standard practices, processes and enterprise standards;
  - Hardware, OS and Application case follow up and resolution in collaboration with supplier support teams;
  - Support developing, managing and testing back-up and recovery plans of the servers, server functions and data;
  - Second level and standby support;
  - Supporting the production and non-production server environment;
  - Administer Application Virtualization solutions;
  - Software packaging & deployment;
  - Client OS image build, deployment & updates;
  - Administer application installation and integration on production systems;
  - Administer Virtual Systems (VMware);
  - Administer Active Directory & GPO Settings;
  - Administer Server Infrastructure Monitoring tools;
  - Server and client patch management;

- **General competencies and skills:**
  - Excellent communications skills, including the ability to produce clear and concise memos, give technical explanations and present recommendations and status reports in user-friendly language;
  - Technical documentation skills;
  - Capability of integration in an international/multicultural environment;
  - Rapid self-starting capability and team player;
  - Strong analytical and troubleshooting skills combined with a disciplined approach to problem solving;
  - Able to prioritize and execute tasks in a high-pressure environment;
  - Integrity & Professionalism;
  - Respect for Diversity;
  - Open Minded and committed to continuous learning;
  - English Language level of at least C1 or equivalent;

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- **Required proficiency in Information technologies:**
  - Strong expertise in server and storage hardware and technologies;
  - Strong expertise in operating systems administration Windows and/or Linux;
  - Strong expertise in virtualized environments;
  - Strong expertise in server applications integration and maintenance;
  - Strong expertise in scripting;
  - Strong expertise in software deployment packaging solutions
  - Experience with SCCM, SCOM
  - Experience in an environment using SAN storage technology;
  - Proven expertise in technologies required to carry out tasks described above;

- **Education and work experience:**
  - Degree in Computer Science or similar such as engineering, mathematics, informatics etc.;
  - MCSE on Windows Server is desirable;
  - Experience in implementation of ITIL Best Practices;

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11. Database Administrator

- **Description of main tasks:**
  - Support the installation, configuration, security, operation, and maintenance of all servers, equipment, and software related to the database (Oracle MySQL and MS SQL 2008 Servers and future versions) infrastructure and associated components;
  - Work with IT Project Managers, Business Analysts and IT Architects and the team to evaluate, design and develop solutions to address business needs and opportunities, and propose changes that would make the database environment a more effective solution;
  - Document the technical implementation, policies and procedures to support the operational environment and participate in the design and ongoing refinement of technical implementation documentation, procedures and policies;
  - Examine requirements documents and support creation of technical design documents, unit test, system test and capacity and implementation plans for small to complex projects;
  - Perform, in close collaboration with the team, typical system administrative activities including daily performance monitoring, routine equipment checks and preventative maintenance, updating, controlling access permissions and privileges or issue troubleshooting and resolution;
  - Ensure compliance with standard practices, processes and enterprise standards;
  - RDBMS case follow up and resolution in collaboration with supplier support teams;
  - Support developing, managing and testing back-up and recovery plans of the servers, server functions and data;
  - Second level and standby support;
  - Design and development of complex databases to support business application in web-based or client server environments. Provide design of database schemas, data access, database management programs and other database applications;
  - Develop supporting application and process documentation for client and internal application conforming to departments design methodology. Automate and deploy databases in a production environment;
  - Design and development of stored procedures, triggers, processes and functions, optimization of queries, database performance tuning, backups, replication, and capacity management are also key responsibilities;
  - Perform necessary analysis, including complete development of functional specifications; provide time/cost quotations on complex database development work.

- **General competencies and skills:**
  - Excellent communications skills, including the ability to produce clear and concise memos, give technical explanations and present recommendations and status reports in user-friendly language;
  - Technical documentation skills;
  - Capability of integration in an international/multicultural environment;
  - Rapid self-starting capability and team player;
  - Strong analytical and troubleshooting skills combined with a disciplined approach to problem solving;
  - Able to prioritize and execute tasks in a high-pressure environment;
  - Integrity & Professionalism;
  - Respect for Diversity;
  - Open Minded and committed to continuous learning;
  - English Language level of at least B2 or equivalent;

- **Required proficiency in Information technologies:**
  - Strong knowledge of *NIX and Windows operating systems;

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- Hands on experience in IT operation with strong understanding of database structures, theories, principles, and practices;
- Experience with SAN storage systems;
- Expert knowledge of RMAN backups;
- Expertise in backup/recovery/fail-over methods and best practices;
- Expert proficiency with MS SQL, Integration Services, Analysis Services, and Reporting services and/or
- Expert proficiency with Oracle Integration Services, Analysis Services, and Reporting services and
- Proficiency with MySQL;
- Understanding of, and experience with, server-client computing and relational database environments;
- Experience with data management and data processing flowcharting techniques;

- **Education and work experience:**
  - Degree in Computer Science or similar such as engineering, mathematics, informatics etc.;
  - Experience in implementation of ITIL Best Practices;
  - MCSDBA or equivalent Oracle Certification is highly desirable;

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12. SharePoint Administrator

- **Description of main tasks:**
  - Support the installation, configuration, security, operation, and maintenance of all web portal servers, equipment, and software related to SharePoint Farm infrastructure and associated components;
  - Work with IT Project Managers, Business Analysts and IT Architects and the team to evaluate, design and develop solutions to address business needs and opportunities, and propose changes that would make the SharePoint environment a more effective solution;
  - Document the technical implementation, policies and procedures to support the operational environment and participate in the design and ongoing refinement of technical implementation documentation, procedures and policies;
  - Examine requirements documents and support creation of technical design documents, unit test, system test and capacity and implementation plans for small to complex projects;
  - Perform, in close collaboration with the team, typical system administrative activities including daily performance monitoring, routine equipment checks and preventative maintenance, updating, controlling access permissions and privileges or issue troubleshooting and resolution;
  - Ensure compliance with standard practices, processes and enterprise standards;
  - SharePoint case follow up and resolution in collaboration with supplier support teams;
  - Support developing, managing and testing back-up and recovery plans of the servers, server functions and data;
  - Second level and standby support;
  - Administer the SharePoint Portal Server infrastructure, user access and application deployment;
  - Serve as the primary technical authority for deployed SharePoint applications in the development and staging environment and be responsible for managing all application deployment, administration, troubleshooting, maintenance, and technical support activities;
  - Work with other team functional areas to assure timely resolutions for problems with SharePoint supported applications;
  - Coordinate with business and technical sections in standardizing and optimizing the way data/information is stored and retrieved and ensure its integrity and security;
  - Provide technical guidance to the team in the technologies related to the development and support of an Enterprise SharePoint environment (understanding relationship with active directory, SQL, IIS, etc.);
  - Maintain current industry knowledge of development concepts, best practices and procedures for SharePoint solutions;

- **General competencies and skills:**
  - Excellent communications skills, including the ability to produce clear and concise memos, give technical explanations and present recommendations and status reports in user-friendly language;
  - Technical documentation skills;
  - Capability of integration in an international/multicultural environment;
  - Rapid self-starting capability and team player;
  - Strong analytical and troubleshooting skills combined with a disciplined approach to problem solving;
  - Able to prioritize and execute tasks in a high-pressure environment;
  - Integrity & Professionalism;
  - Respect for Diversity;
  - Open Minded and committed to continuous learning;
  - English Language level of at least B2 or equivalent;

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- **Required proficiency in Information technologies:**
  - Experience in use of the Visual Studio .NET toolset, configuration of the .NET framework, developing and deploying web services, and configuring and assessing Internet Information Server (IIS), and developing and writing applications design and configuration documents;
  - Strong knowledge of and proficiency using Microsoft SharePoint Designer Version;
  - Strong knowledge of Microsoft SharePoint 2010/2013;
  - Strong knowledge of Active Directory, DNS, and Network and Security Principles;
  - Knowledge of MS SQL, Web Services, .NET Framework, and Application Security Vulnerabilities;
  - Knowledge of ASP, .ASP, .NET, C#, Java, and VB Code and scripting ability in VBScript and PowerShell;
  - Ability to analyse SharePoint, server, application, network, and input/output device performance;
  - Ability to create SharePoint site templates with custom libraries and lists;
  - Experience installing SharePoint and deploying custom SharePoint solutions (web parts, sites, and features);
  - Experience managing the Microsoft Office SharePoint Server 2010/2013 application;
  - Experience using Microsoft Project Server application desired;
  - Experience managing SharePoint Enterprise features;
  - Experience monitoring and correcting SharePoint site collections and permissions;
  - Experience using COTS web Parts desired;
  - Experience applying SharePoint patches and software updates and migrating SharePoint site collections into the SharePoint farm and/or to new hardware platforms;

- **Education and work experience:**
  - Degree in Computer Science or similar such as engineering, mathematics, informatics etc.
  - Experience in implementation of ITIL Best Practices

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13. Microsoft Exchange System Administrator

- **Description of main tasks:**
  - Support the installation, configuration, security, operation, and maintenance of all servers, equipment and software relate MS Exchange System Administrator;
  - Work with IT Project Managers, Business Analysts and IT Architects and the team to evaluate, design and develop solutions to address business needs and opportunities, and propose changes that would make the Exchange environment a more effective solution;
  - Document the technical implementation, policies and procedures to support the operational environment and participate in the design and ongoing refinement of technical implementation documentation, procedures and policies;
  - Examine requirements documents and support creation of technical design documents, unit test, system test and capacity and implementation plans for small to complex projects;
  - Perform, in close collaboration with the team, typical system administrative activities including daily performance monitoring, routine equipment checks and preventative maintenance, updating, controlling access permissions and privileges or issue troubleshooting and resolution;
  - Ensure compliance with standard practices, processes and enterprise standards;
  - Exchange case follow up and resolution in collaboration with supplier support teams;
  - Support developing, managing and testing back-up and recovery plans of the servers, server functions and data;
  - Second level and standby support;
  - Establishment of folder and mailbox permissions and access;
  - Storage management, capacity planning, cluster configuration, management and failover.

- **General competencies and skills:**
  - Excellent communications skills, including the ability to produce clear and concise memos, give technical explanations and present recommendations and status reports in user-friendly language;
  - Technical documentation skills;
  - Capability of integration in an international/multicultural environment;
  - Rapid self-starting capability and team player;
  - Strong analytical and troubleshooting skills combined with a disciplined approach to problem solving;
  - Able to prioritize and execute tasks in a high-pressure environment;
  - Integrity & Professionalism;
  - Respect for Diversity;
  - Open Minded and committed to continuous learning;
  - English Language level of at least B2 or equivalent;

- **Required proficiency in Information technologies:**
  - hands-on Exchange 2010 experience;
  - hands-on experience as a Windows system administrator;
  - Proven experience on scripting with PowerShell;
  - Proficiency in hardware, software and/or operating systems environments.

- **Education and work experience:**
  - Degree in Computer Science or similar such as engineering, mathematics, informatics etc.;
  - Experience in implementation of ITIL Best Practices;

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14. Backup & Archiving Administrator

- **Description of main tasks:**
  - Support the installation, configuration, security, operation, and maintenance of all servers, equipment and software related to the Backup and archiving (NetBackup, Enterprise Vault) system and associated components;
  - Work with IT Project Managers, Proven experience on scripting with PowerShell and the team to evaluate, design and develop solutions to address business needs and opportunities, and propose changes that would make the Exchange environment a more effective solution;
  - Document the technical implementation, policies and procedures to support the operational environment and participate in the design and ongoing refinement of technical implementation documentation, procedures and policies;
  - Examine requirements documents and support creation of technical design documents, unit test, system test and capacity and implementation plans for small to complex projects;
  - Perform, in close collaboration with the team, typical system administrative activities including daily performance monitoring, routine equipment checks and preventative maintenance, updating, controlling access permissions and privileges or issue troubleshooting and resolution;
  - Ensure compliance with standard practices, processes and enterprise standards;
  - Case follow up and resolution in collaboration with supplier support teams;
  - Support developing, managing and testing back-up and recovery plans of the servers, server functions and data;
  - Second level and standby support;
  - Coordinate with business and technical sections in standardizing and optimizing the way data/information is stored and retrieved;
  - Manage Backup & Archiving Environment (Veritas NetBackup, Desktop and Laptop Option (SLO), Enterprise Vault);
  - Ensure documentation of entire backup and storage environment and data replication relationships are current;
  - Maintain Metrics around Storage and Backup components and ability to report for the purpose of Capacity planning;
  - Manage Day-day Operational tasks (Software Installs / Code Upgrades / tapes handling) and Datacentre operations.

- **General competencies and skills:**
  - Excellent communications skills, including the ability to produce clear and concise memos, give technical explanations and present recommendations and status reports in user-friendly language;
  - Technical documentation skills;
  - Capability of integration in an international/multicultural environment;
  - Rapid self-starting capability and team player;
  - Strong analytical and troubleshooting skills combined with a disciplined approach to problem solving;
  - Able to prioritize and execute tasks in a high-pressure environment;
  - Integrity & Professionalism;
  - Respect for Diversity;
  - Open Minded and committed to continuous learning;
  - English Language level of at least B2 or equivalent;

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- **Required proficiency in Information technologies:**
  - Experience with disk-to-disk and to tape backup technology;
  - Experience with retention policies;
  - Experience with Veritas Net Backup, Enterprise Vault and DLO;
  - Experience with SAN storage;
  - Experience supporting end-user backup requests;
  - Knowledge of various operating systems and their working with storage and backup software;
  - Knowledge of networking technologies;

- **Education and work experience:**
  - Degree in Computer Science or similar such as engineering, mathematics, informatics etc.;
  - Experience in implementation of ITIL Best Practices.

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15. Network Administrator

- **Description of main tasks:**
  - Support the installation, configuration, security, operation, and maintenance of all network equipment and software;
  - Work with IT Project Managers, Business Analysts and IT Architects and the team to evaluate, design and develop solutions to address business needs and opportunities, and propose changes that would make the network environment a more effective solution;
  - Document the technical implementation, policies and procedures to support the operational environment and participate in the design and ongoing refinement of technical implementation documentation, procedures and policies;
  - Examine requirements documents and support creation of technical design documents, unit test, system test and capacity and implementation plans for small to complex projects;
  - Perform, in close collaboration with the team, typical system administrative activities including daily performance monitoring, routine equipment checks and preventative maintenance, updating, controlling access permissions and privileges or issue troubleshooting and resolution;
  - Ensure compliance with standard practices, processes and enterprise standards;
  - Network case follow up and resolution in collaboration with supplier support teams;
  - Second level and standby support;
  - Administer LAN/WAN and wireless infrastructure;
  - Administer Wireless Network Infrastructure;
  - Administer Network security components (Firewall, Remote access facilities, Network Access Control, Load balancing, Application Level Firewall, Proxies);
  - Administer Video conferencing services;
  - Cable management;
  - Updating of the network diagram, documentation and information databases;

- **General competencies and skills:**
  - Excellent communications skills, including the ability to produce clear and concise memos, give technical explanations and present recommendations and status reports in user-friendly language;
  - Technical documentation skills;
  - Capability of integration in an international/multicultural environment;
  - Rapid self-starting capability and team player;
  - Strong analytical and troubleshooting skills combined with a disciplined approach to problem solving;
  - Able to prioritize and execute tasks in a high-pressure environment;
  - Integrity & Professionalism;
  - Respect for Diversity;
  - Open Minded and committed to continuous learning;
  - English Language level of at least B2 or equivalent;

- **Required proficiency in Information technologies:**
  - Proven expertise in managing network components from major vendors in particular from Cisco, F5, Fortinet, Open source;
  - Strong expertise in recent network technologies;
  - Expertise in automation network technologies;
  - Expertise with datacentre unified datacentre switching;

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- **Education and work experience:**
  - Cisco Certification (CCNA, CCNP, CCIE) desirable;
  - Degree in Computer Science or similar such as engineering, mathematics, informatics etc.
  - Experience in implementation of ITIL Best Practices;
  - Other vendor certification desirable;

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16. Storage Area Network Administrator

- **Description of main tasks:**
  - Support the installation, configuration, security, operation, and maintenance of all servers, equipment and software related to the SAN environment (EMC² VNX) and associated components;
  - Work with IT Project Managers, Business Analysts and IT Architects and the team to evaluate, design and develop solutions to address business needs and opportunities, and propose changes that would make the SAN environment a more effective solution;
  - Document the technical implementation, policies and procedures to support the operational environment and participate in the design and ongoing refinement of technical implementation documentation, procedures and policies;
  - Examine requirements documents and support creation of technical design documents, unit test, system test and capacity and implementation plans for small to complex projects;
  - Perform, in close collaboration with the team, typical system administrative activities including daily performance monitoring, routine equipment checks and preventative maintenance, updating, controlling access permissions and privileges or issue troubleshooting and resolution;
  - Ensure compliance with standard practices, processes and enterprise standards;
  - Case follow up and resolution in collaboration with supplier support teams;
  - Support developing, managing and testing back-up and recovery plans of the servers, server functions and data;
  - Second level and standby support;
  - Maintain storage aspects of new server integrations, storage allocation, and change management;
  - Setup procedures to consolidate storage of data from different platforms (i.e. Windows and Linux);
  - Troubleshoot and fix storage issues;
  - Storage analysis, capacity planning, and performance planning of storage components;
  - Prepare reports on storage administration best practices, new technologies, etc., and recommend enhancements and configuration changes to improve and optimize storage;
  - Participate in disaster recovery planning, testing and actions;

- **General competencies and skills:**
  - Excellent communications skills, including the ability to produce clear and concise memos, give technical explanations and present recommendations and status reports in user-friendly language;
  - Technical documentation skills;
  - Capability of integration in an international/multicultural environment;
  - Rapid self-starting capability and team player;
  - Strong analytical and troubleshooting skills combined with a disciplined approach to problem solving;
  - Able to prioritize and execute tasks in a high-pressure environment;
  - Integrity & Professionalism;
  - Respect for Diversity;
  - Open Minded and committed to continuous learning;
  - English Language level of at least B2 or equivalent

- **Required proficiency in Information technologies:**
  - Proven expertise in technologies required to carry out tasks described above;

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- **Education and work experience:**
  - Degree in Computer Science or similar such as engineering, mathematics, informatics etc.
  - Experience in implementation of ITIL Best Practices

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17. Unified Communications Solution Administrator

- **Description of main tasks:**
  - Support the installation, configuration, security, operation, and maintenance of all servers, equipment and software related to the Video Conferencing (Cisco VCS) / Unified Communication (Cisco UC solutions) / Web Conferencing (Cisco WebEx) Mobile Device Management and associated components;
  - Work with IT Project Managers, Business Analysts and IT architect and the team to evaluate, design and develop solutions to address business needs and opportunities, and propose changes that would make the UC environment a more effective solution;
  - Document the technical implementation, policies and procedures to support the operational environment and participate in the design and ongoing refinement of technical implementation documentation, procedures and policies;
  - Examine requirements documents and support creation of technical design documents, unit test, system test and capacity and implementation plans for small to complex projects;
  - Perform, in close collaboration with the team, typical system administrative activities including daily performance monitoring, routine equipment checks and preventative maintenance, updating, controlling access permissions and privileges or issue troubleshooting and resolution;
  - Ensure compliance with standard practices, processes and enterprise standards;
  - Case follow up and resolution in collaboration with supplier support teams;
  - Second level and standby support;
  - Administer Mobile Devices Management solution;
  - Administer Telephony and videoconferencing solutions;
  - Administer Fax Server Solutions;
  - Administer Collaboration tools;

- **General competencies and skills:**
  - Excellent communications skills, including the ability to produce clear and concise memos, give technical explanations and present recommendations and status reports in user-friendly language;
  - Technical documentation skills;
  - Capability of integration in an international/multicultural environment;
  - Rapid self-starting capability and team player;
  - Strong analytical and troubleshooting skills combined with a disciplined approach to problem solving;
  - Able to prioritize and execute tasks in a high-pressure environment;
  - Integrity & Professionalism;
  - Respect for Diversity;
  - Open Minded and committed to continuous learning;
  - English Language level of at least B2 or equivalent;

- **Required proficiency in Information technologies:**
  - Proven expertise in managing communication components from the major vendors (Cisco, Microsoft);
  - Strong expertise in recent communication technologies;
  - Proven expertise in technologies required to carry out tasks described above;

- **Education and work experience:**
  - Degree in Computer Science or similar such as engineering, mathematics, informatics etc.;
  - Experience in implementation of ITIL Best Practices;

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18. IT System Security Administrator

- **Description of main tasks:**
  - Support the installation, configuration, security, operation, and maintenance of all servers, equipment and software related to security solutions and associated components;
  - Work with IT Project Managers, Business Analysts and IT Architects and the team to evaluate, design and develop solutions to address business needs and opportunities, and propose changes that would make the SAP environment a more effective solution;
  - Document the technical implementation, policies and procedures to support the operational environment and participate in the design and ongoing refinement of technical implementation documentation, procedures and policies;
  - Examine requirements documents and support creation of technical design documents, unit test, system test and capacity and implementation plans for small to complex projects;
  - Perform, in close collaboration with the team, typical system administrative activities including daily performance monitoring, routine equipment checks and preventative maintenance, updating, controlling access permissions and privileges or issue troubleshooting and resolution;
  - Ensure compliance with standard practices, processes and enterprise standards;
  - Security case follow up and resolution in collaboration with supplier support teams;
  - Administer Second level and standby support;
  - Administer End-Point Protection Solutions;
  - Administer Data Encryption services;
  - Administer E-mail security solutions;
  - Administer Proxy/reverse proxy services;
  - Administer PKI services;
  - Administer Application layer firewalling;

- **General competencies and skills:**
  - Excellent communications skills, including the ability to produce clear and concise memos, give technical explanations and present recommendations and status reports in user-friendly language;
  - Technical documentation skills
  - Capability of integration in an international/multicultural environment;
  - rapid self-starting capability and team player;
  - Strong analytical and troubleshooting skills combined with a disciplined approach to problem solving;
  - Able to prioritize and execute tasks in a high-pressure environment;
  - Integrity & Professionalism;
  - Respect for Diversity;
  - Open Minded and committed to continuous learning;
  - English Language level of C1 or equivalent;

- **Required proficiency in Information technologies:**
  - Proven expertise in managing security solutions and components from the major vendors (Cisco, F5, Fortinet, Symantec, Microsoft, Open source…);
  - Strong expertise in recent security standards and technologies;
  - Proven expertise in technologies required to carry out tasks described above;

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- Hands on experience in designing, developing and implementing IDAM solutions from different Vendors (e.g. Microsoft, Oracle);
- Identity Governance and Administration, Single Sign-On, Provisioning Federated Identity, Multi-factor Authentication, Privileged Access Management, Password Management;
- Ability to work with Senior Technical and Operations staff in order to define a strategy for delivering Identity & Access services;
- Able to deliver a cohesive blueprint for delivery of Identity & Access Services to include technology options;

- **Education and work experience:**
  - Degree in Computer Science or similar such as engineering, mathematics, informatics etc.;
  - Experience in implementation of ITIL Best Practices;

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19. Helpdesk Assistant

- **Description of main tasks:**
  - Pickup incoming technical support calls or tickets and log them in the Helpdesk Tracking System;
  - Forward technical support issues that cannot be addressed by the Help Desk to the appropriate technician;
  - Troubleshoot and resolve end-user hardware, operating system, and software related problems, when possible from the Help Desk;
  - Troubleshoot and resolve end-user mobile telephony problems, when possible from the Help Desk;
  - Troubleshoot and resolve basic network and server access problems for end users, when possible from the Help Desk;
  - Troubleshoot and resolve issues with WAN, Wi-Fi, firewall, VPN, VoIP etc. systems, when possible from the Help Desk;
  - Operate multimedia display equipment in settings such as conference and meeting rooms;
  - Technical conference and meeting support;
  - Prepare Service management KPI reports.

- **General competencies and skills:**
  - Capability of integration in an international/multicultural environment, rapid self-starting capability and experience in team working;
  - Good communication skills to communicate effectively with all levels of users;
  - High level of service orientation;
  - Integrity & Professionalism;
  - Respect for Diversity;
  - Open Minded and committed to continuous learning;
  - English Language level of C1 or equivalent;

- **Required proficiency in Information technologies:**
  - IT Service Management ITIL foundation knowledge;
  - Knowledge of PC, laptop, printer and server hardware as well as mobile devices;
  - Knowledge of operating systems (Microsoft);
  - knowledge of office applications (Microsoft Office);

- **Education and work experience:**
  - ITIL/Service management experience;

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