

NATO UNCLASSIFIED
IFIB-ACT-SACT-25-01



NORTH ATLANTIC TREATY ORGANISATION

HEADQUARTERS SUPREME ALLIED COMMANDER TRANSFORMATION

7857 BLANDY ROAD, SUITE 100

NORFOLK, VIRGINIA, 23551-2490

Invitation For International Bidding

IFIB-ACT-SACT-25-01

Part B

Capability Development Management Support (CMDS)

LC#	POSITION TITLE	PRIMARY LOCATION	NUMBER OF CANDIDATES
10	DATA SCIENTIST / AI ENGINEER (FOCUS WARGAMING INTEGRATION) **** AMENDED FROM PART A ****	Norfolk, VA	1
11	INTENTIONALLY LEFT BLANK		
12	ACT RISK MANAGER	Norfolk, VA	1

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BIDDING INSTRUCTIONS

1. General

a. This is a **Firm Fixed Price Level of Effort** contract in accordance with the HQ SACT General Terms and Conditions;

b. HQ SACT General Terms and Conditions Dated **March 2024** are applicable to this procurement and can be located on the ACT Website at; WWW.ACT.NATO.INT/CONTRACTING under Contractor Information.

c. Contract Award is contingent upon funding availability; Partial bidding is allowed.

2. Classification

This Invitation for International Bidding (IFIB) is a NATO UNCLASSIFIED document.

3. Definitions

a. The “Prospective Bidder” shall refer to the entity that has indicated thereon its intention without commitment, to participate in this IFIB.

b. The term “Bidder” shall refer to the bidding entity that has completed a bid in response to this IFIB.

c. The term “Contractor” shall refer to the bidding entity to whom the contract is awarded.

d. The term “Contracting Officer” designates the official who executes this IFIB on behalf of HQ SACT.

e. “Contracting Officer`s Technical Representative” or “COTR” is the official who is appointed for the purpose of determining compliance of the successful bid, per the technical specifications.

f. The term “HQ SACT” shall refer to Headquarters Supreme Allied Commander Transformation.

g. The term “ACT” shall refer to Allied Command Transformation.

h. The term “NATO” shall refer to the North Atlantic Treaty Organization.

i. The term “days” as used in this IFIB shall, unless otherwise stated, be interpreted as meaning calendar days.

4. Eligibility

a. This IFIB is open to governmental or commercial entities:

b. Established in a North Atlantic Treaty Organization Alliance member nation.

c. Working in the required field of study and legally authorised to operate in the country and countries in which this contract is to be performed, at the time of bidding. Has performed the desired past performance including size, cost and scope, as described in this IFIB.

d. All proposed key personnel on this requirement must be citizens of a NATO member nation.

5. Duration of Contract

a. The contract awarded shall be effective upon date of award.

b. Period of Performance: **Refer to Annex A for Period of Performance for each Labor category.**

c. Option periods shall be exercised at the sole discretion of the HQ SACT Contracting Officer, based on satisfactory work performance, availability of funding, and ongoing evolving requirements.

6. Exemption of Taxes

In accordance with the agreements (Article VIII of the Paris Protocol dated, 28 August 1952) goods and services under this contract are exempt from taxes, duties and similar charges.

7. Amendment or Cancellation

a. HQ SACT reserves the right to amend or delete any one or more of the terms, conditions or provisions of the IFIB prior to the date set for bid closing. A solicitation amendment or amendments shall announce such action.

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

8. Bidder Clarifications

a. Prospective Bidders should seek clarification at their earliest convenience. Any explanation regarding the meaning or interpretation of this IFIB, terms, clause, provision or specifications, shall be requested in writing, from the Contracting Officer. All Contracting Officers listed on this IFIB must receive such requests via email for clarification no later than **24 Jan 2025**.

b. In lieu of a bidder's conference, HQ SACT invites bidders to submit technical and contractual questions not later than **24 January 2025**.

c. Information in response to all inquiries / requests for clarification to a prospective bidder shall be furnished to all prospective bidders at the following link: <http://www.act.nato.int/contracting> as a Question and Answer addendum. All such addendums and any necessary solicitation amendments shall be incorporated into this IFIB. Verbal Interpretations shall not be binding.

9. Bid Closing Date

Bids shall be received at HQ SACT, Purchasing and Contracting Office, no later than **10 February 2025, 0900 hours, Eastern Standard Time, Norfolk, Virginia, USA**. No bids shall be accepted after this date and time. **No hard copy proposals will be accepted**. Please see Proposal Submission (paragraph 12) for more details.

10. Bid Validity

a. Bids shall remain valid for a period of **one hundred and twenty days (120)** from the applicable closing date set forth within this IFIB. HQ SACT reserves the right to request an extension of validity. Bidder shall be entitled to either grant or deny this extension of validity. HQ SACT shall automatically consider a denial to extend the validity as a withdrawal of the bid.

b. **HQ SACT will not accept supplier proposals prepared, in whole or in part, by means of generative artificial-intelligence (AI) tools, including and without limitation to chatbots, such as Chat Generative Pre-Trained Transformer (Chat GPT), or other language generating tools. HQ SACT reserves the right to screen applications to identify the use of such tools. All applications prepared, in whole or in part, by means of such generative or creative AI applications may be rejected without further consideration at HQ SACT's sole discretion, and HQ SACT reserves the right to take further steps in such cases as appropriate.**

11. Content of Proposal

The proposal shall consist of two (2) separate documents (Technical / Price) sent via e-mail as per the instructions. No hard copy proposals will be accepted. The E-mailed documents shall be received no later than **10 February 2025, 0900 hours**, Eastern Standard Time, Norfolk, Virginia, USA.

The company description portion of its technical proposal shall be limited to 10 pages.

a. Technical Proposal shall be a Signed PDF document and contain:

- 1) A table of contents for the entire proposal (See Enclosure #1):
- 2) The bidder's full name, address, Point of Contacts, Telephone, Fax number; Internet site;
- 3) Compliance statement (See Enclosure#2);
- 4) Past performance (See Enclosure #3);
- 5) List of key personnel.
- 6) Provision of technical volumes;
- 7) Compliance matrix (See Annex A to Statement of Work).

b. Price Proposal shall be either a Signed PDF or Excel Spreadsheet and contain:

- 1) **Shall be in U.S. Dollar Currency.** Contractor may request payment post award in alternate currency based on agreed conversion rate.
- 2) Prices shall be on a **Firm Fixed Price Basis** and include any relevant discount schedule.
- 3) Provision of the price volumes (See Enclosure #4).

12. Proposal Submission

a. Proposals shall be separate e-mail submissions to:

Technical proposal: hqsact.techproposal@nato.int

Price proposal: hgsact.priceproposal@nato.int

- b. E-mail subjects shall include the solicitation information along with **company name** (for example: IFIB -ACT-SACT-25-01 Part B_Tech_ABC Inc. / IFIB -ACT- SACT-25-01 Part B_Price_ABC Inc.). **Allow sufficient time in sending your submission should you encounter e-mail size challenges.**
- c. No verbal bids or verbal modifications or telephonic bids shall be considered.
- d. It is the ultimate responsibility of a prospective bidder prior to submission that all proposal submissions are reviewed to ensure they meet the technical, contractual and administrative specifications and that offers meet the limitations and expressed conditions.

13. Late Proposals

- a. It is solely the bidder`s responsibility that every effort is made to ensure that the proposal reaches HQ SACT prior to the established closing date and time. No late bids shall be considered.
- b. **A delay in an e-mail exchange due to server or size restrictions does not constitute a delay by NATO.**

14. Bid Withdrawal

A bidder may withdraw their bid up to the date and time specified for bid closing. Such a withdrawal must be completed in writing with attention to the HQ SACT Contracting Officer.

A bid withdraw will be annotated on the Contract Award Report.

15. Bid Evaluation

- a. The evaluation of bids and determination as to the responsiveness and technical adequacy or technical compliance, of the products or services requested, shall be the responsibility of HQ SACT. Such determinations shall be consistent with the evaluation criteria specified in the IFIB. HQ SACT is not responsible for any content that is not clearly identified in any proposal package.
- b. HQ SACT reserves the right conduct pre-award discussions with proposed key personnel to accurately assess identified technical competencies. Discussions will be limited to scope of this IFIB and the evaluation criteria identified.

c. Proposals shall be evaluated and awarded taking into consideration of the following factors:

- 1) Successful administrative submission of bid packages as requested in paragraph 11 and as listed in this IFIB.
- 2) Successful determination of compliance. (Compliant/non-compliant).
- 3) Technical factors / pricing factors rated the following:
Technical / Price = 70/30 (Best Value).
- 4) The overall proposed hourly rates and the total hours indicated in the solicitation will be the basis of the Price Evaluation.
- 5) Technical clarifications as determined may be conducted.
- 6) Acceptance of HQ SACT General Terms and Conditions.

16. Proposal Clarifications

During the entire evaluation process HQ SACT reserves the right to discuss any bid with the order to clarify what is offered and interpretation of language within the bid, to resolve in potential areas of concern.

17. Award

- a. HQ SACT intends to award a firm fixed price **level of effort** contract(s) to the Offeror(s) whose proposal(s) represents the Best Value offer to NATO. Partial awards are authorized.
- b. HQ SACT will collect information from references provided by the Offeror in regard to its past performance. Contractors must provide authorization to contact references.
- c. HQ SACT reserves the right to negotiate minor deviations to the listed General Terms and Conditions to this IFIB.

18. Communications

All communication related to this IFIB, between a prospective bidder and HQ SACT shall only be through the nominated HQ SACT Contracting Officer. Designated contracting staff shall assist the HQ SACT Contracting Officer in the administrative process. There shall be no contact with other HQ SACT personnel in regard to this IFIB. Such adherence shall ensure Fair and Open Competition with equal consideration and competitive footing leverage to all interested parties.

19. Points of Contact:
(PLEASE INCLUDE ALL THREE BELOW ON ALL CORRESPONDENCE)

Tonya Bonilla, ACT Contracting Officer, 757-747-3575,
tonya.bonilla@nato.int

Catherine Giglio, ACT Contracting Officer, 757-747-3856,
catherine.giglio@nato.int

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Robert McMaster, ACT Contracting Support, Email only:
Robert.mcmaster@nato.int

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Enclosure 1: Proposal Content / Checklist

PROPOSAL CONTENT / CHECKLIST

Table of Contents

- ☐ Bidder's name, address, POC, Contact numbers, email address.
- ☐ Compliance Statement.
- ☐ Past Performance (including References).
- ☐ List of Key Personnel.
- ☐ Technical Proposal.
- ☐ Price Proposal (Excel worksheet – Enclosure 4 - provides mandatory price proposal format)

Enclosure 2: Compliance Statement

COMPLIANCE STATEMENT TO SEALED BID

It is hereby stated that our company has read and understands all documentation issued as part of this IFIB. Our company proposal submitted in response to the referenced solicitation is fully compliant with the provisions of this IFIB and the intended contract with the following exception(s); such exemptions are considered non-substantial to the HQ SACT solicitation provisions issued.

Clause

Description of Minor Deviation.

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(If applicable, add another page)

Company: _____

Signature: _____

Name & Title: _____

Date: _____

Company Bid Reference: _____

Bidder's proposal must be based on full compliance with the terms, conditions and requirements of the IFIB and all future clarifications and/or amendments. The bidder may offer variations in specific implementation and operational details provided that the functional and performance requirements are fully satisfied. In case of conflict between the compliance statement and the detailed evidence or explanation furnished, the detailed evidence/comments shall take precedence/priority for the actual determination of compliance. Minor or non-substantial deviations may be accepted. Substantial changes shall be considered non-responsive.

Enclosure 3: Past Performance Information Form

(Company is required to submit minimum of one. Company should be clear how both the company and candidate meet the requirements of past performance. Reference to a contract must include a detailed description of the work performed relevant to the requirements outlined in the SOW. Generic or Vague references to the contract awarded without clear connection to work performed will be disqualified)

- (a) Contracting Entity:
- (b) Contract No:
- (c) Type of Contract (Firm Fixed Price, IDIQ, Requirements):
- (d) Title of Contract:
- (e) Description of Work Performance and Relevance to Current Acquisition (Type of facility, capacity, estimated patronage, summary of staff used):
- (f) Contract Dollar Amount:
- (g) Period of Performance:
- (h) Name, Address, Fax and Telephone No. of Reference:
- (i) Indicate Whether Reference Acted as Prime or Sub-contractor:
- (j) Comments regarding compliance with contract terms and conditions:
- (k) Complete Contact Information for client:
- (l) Permission to contact client for reference: Yes / No

Name/Signature of Authorized Company Official: _____

This Enclosure is designed to assist the respective company provide HQ SACT with all necessary documents/information required. For clarification, please refer to bidding instructions in part 1 of subject solicitation.

Enclosure 4 – Mandatory Price Proposal Excel Spreadsheet

Pricing shall be submitted using the excel workbook provided. Bidders may elect to submit a second PDF proposal for pricing **if the excel workbook is provided as well.**

Proposals not submitted in the proper format will not be considered.

Formulas have been added for convenience; however, it is the company's responsibility to ensure that the formulas are correctly reflecting your expected bid proposal value.

ANNEX A: STATEMENT OF WORK (SOW) FOR CAPABILITY DEVELOPMENT MANAGEMENT SUPPORT (CDMS) (25-01A)

LABOR CATEGORY #10 – DATA SCIENTIST / AI ENGINEER (FOCUS WARGAMING INTEGRATION)

Background

Data Exploitation and Artificial Intelligence (AI) are essential elements of NATO's digital transformation, enabling and driving faster, data-driven decision-making and operational efficiency. These technologies are crucial for building a more adaptive and responsive NATO, prepared to meet the challenges of Multi-Domain Operations (MDO) and a rapidly evolving security landscape. As NATO's command dedicated to future warfare, Allied Command Transformation (ACT) leads efforts to explore, develop, and integrate latest technologies into military capabilities to transform the Alliance.

Wargaming has been recognized by NATO as a critical tool for future warfare development. It is essential for planning and decision-making, simulating complex military scenarios to provide strategic, operational, and tactical insights. ACT is delivering wargaming capabilities for NATO, employing it wargaming to understand military challenges and explore new technologies and strategies. ACT aims to refine NATO's use of wargaming by integrating AI, thereby enhancing its capabilities and accelerating AI adoption.

The contractor will join the Data Science and AI Team, ACT's cross-functional hub for data science, data exploitation and Artificial Intelligence. This team facilitates collaboration, provide access to resources and expertise, ensuring efficient use of technologies. The AI Integrator will play a key role in supporting the seamless integration of AI into NATO's wargaming efforts and broader digital transformation initiatives.

Number of Candidates: One Candidate

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

Period of Performance:

Base Period: on or about 17 February 2025 – 31 December 2025,
Option Period One: 1 January 2026 – 31 December 2026,
Option Period Two: 1 January 2027 – 31 December 2027,
Option Period Three: 1 January 2028 – 31 December 2028,
Option Period Four: 1 January 2029 – 31 December 2029

Taskings:

1. Contribute to the integration of AI in NATO's warfare development efforts, particularly wargaming.
2. Collaborate with wargaming experts to identify key areas for AI enhancement.
3. Support the development of a roadmap for AI integration into NATO wargaming.
4. Implement data collection and analysis methods for wargaming datasets.
5. Develop real-time analytics and visualizations to support decision-making during wargaming simulations.
6. Support human-machine teaming by integrating AI tools for enhanced collaboration.
7. Design and conduct experiments to test AI applications in wargaming scenarios.
8. Document and present findings from AI integration experiments.
9. Ensure data integrity and security in all AI-related wargaming activities, considering, for example, NATO's Principles of Responsible Use.
10. Provide technical guidance to wargaming experts on AI technologies.
11. Develop analytical reports summarizing AI-enhanced wargaming exercises.
12. Explore AI applications to automate administrative tasks.
13. Participate in workshops, conferences, and meetings to stay updated on AI technologies.
14. Support training development for NATO personnel on AI in wargaming.
15. Develop multimedia content, such as short videos for wargaming scenarios or preparatory materials and explore the use of AI technologies for video generation.
16. Willingness to travel up to 30 days per year for meetings, conferences and exercises.
17. Perform additional tasks as required by the COTR related to Data Science & AI integration.

Essential Qualifications

1. University degree in Data Science, Machine Learning (ML), Artificial Intelligence (AI), Computer Science, or a related field OR four years minimum professional experience in Data Science, ML, AI within the last 5 years.
2. Minimum of 4 years in the last 5 years working in data science, machine learning, or AI engineering in a professional environment (not including studies).
3. Demonstrated experience (minimum of 3 years in the last 5 years) in integrating AI technologies into practical applications.
4. Proficiency in AI and machine learning frameworks and tools such as TensorFlow, PyTorch, scikit-learn.
5. Experience with generative AI models, in particular Large Language Models (LLMs).
6. Demonstrated experience (minimum of 3 years in the last 8 years) in data collection, analysis, and visualization using tools such as Python, R, Tableau, or Power BI.
7. Understanding of wargaming principles and methodologies.
8. Ability to communicate complex concepts effectively to non-technical stakeholders.
9. Proven ability to work collaboratively in cross-functional and interdisciplinary teams.
10. Experience in managing AI-related projects, including planning, execution, and (analytical) reporting.
11. Experience in multimedia content such as short videos for educational or preparatory purposes, with a willingness to explore AI technologies for content generation.
12. Knowledge of data security principles and best practices.

Requirements Matrix

Contractor's technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals' résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).

Best Value Criteria for LABOR CATEGORY #10 – DATA SCIENTIST / AI ENGINEER (FOCUS WARGAMING INTEGRATION)

Company Name

Proposed Candidate Name:

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

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 70 Points in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification. ANY SCORE OF ZERO IS NONCOMPLIANT	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 Pts possible)
1. A University degree in Data Science, Machine Learning (ML), Artificial Intelligence (AI), Computer Science, or a related field OR four years minimum professional experience in the area of Data Science, ML, AI within the last 5 years.	<ul style="list-style-type: none"> • No Degree and Less than 4 years of Experience: 1-2 points • Four years+ of Professional Experience: 3-4 points • Bachelor's Degree with Experience: 5-6 points • Master's Degree with Experience: 7-8 points 		
2. Minimum of 4 years in the last 5 years working in data science, machine learning, or AI engineering in a professional environment (not including studies).	<ul style="list-style-type: none"> • Less than 4 years: 1-2 points • 4-5 years: 3-4 points • 6+ years: 5-10 points 		
3. Demonstrated experience (minimum of 3 years in the last 5 years) in integrating AI technologies into practical applications.	<ul style="list-style-type: none"> • Less than 3 years: 1-2 points • 3-4 years: 3-4 points • 5+ years: 5-10 points 		
4. Proficiency in AI and machine learning frameworks and tools such as TensorFlow, PyTorch, scikit-learn.	<ul style="list-style-type: none"> • Limited experience (1-2 years): 1-3 points • Moderate experience (3-4 years): 4-6 points • Extensive experience (5+ years): 7-10 points 		
5. Experience with generative AI models, including Large Language Models (LLMs)	<ul style="list-style-type: none"> • Limited experience (1-2 years): 1-3 points • Moderate experience (3-4 years): 4-6 points • Extensive experience (5+ years): 7-10 points 		
6. Demonstrated experience (minimum of 3 years in the last 8 years) in data collection, analysis, and visualization using tools such as Python, R, Tableau, or Power BI.	<ul style="list-style-type: none"> • Less than 3 years: 4 point • 3-4 years: 2-4 points • 5+ years: 5-8 points 		
7. Understanding of wargaming principles and methodologies	<ul style="list-style-type: none"> • Basic understanding: 1-3 points • Moderate understanding: 4-6 points • Extensive understanding: 7-9 points 		

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8. Ability to communicate complex concepts effectively to non-technical stakeholders.	<ul style="list-style-type: none"> Limited experience (1-2 years): 1 point Moderate experience (3-4 years): 2-4 points Extensive experience (5+ years): 5-8 points 		
9. Proven ability to work collaboratively in cross-functional and cross-directorate interdisciplinary teams.	<ul style="list-style-type: none"> Limited experience (1-2 years): 1-2 points Moderate experience (3-4 years): 3-4 points Extensive experience (5+ years): 5 points 		
10. Experience in managing AI-related projects, including planning, execution, and (analytical) reporting.	<ul style="list-style-type: none"> Limited experience (1-2 years): 1-2 points Moderate experience (3-4 years): 3-4 points Extensive experience (5+ years): 5-6 points 		
11. Experience in multimedia content such as short videos for educational or preparatory purposes, with a willingness to explore AI technologies for content generation.	<ul style="list-style-type: none"> Basic experience (<1 year): 1 point Moderate experience (1-3 years): 2-5 points Extensive experience (4+ years): 6-8 points 		
12. Knowledge of data security principles and best practices.	<ul style="list-style-type: none"> Basic knowledge: 1-3 points Moderate knowledge: 4-6 points Extensive knowledge: 7-8 points 		

LABOR CATEGORY #12 – ACT RISK MANAGER

Background

The Resources and Management (RM) Directorate acts on behalf of SACT on all internal management and resource-related issues. It monitors the coherency of ACT plans to ensure that ACT remains an effective and efficient organization and improves continuously.

The Strategy Management Branch is responsible for the cross-functional coherence of ACT's Programme of Work including risk identification and its subsequent management. In the wider NATO context, the Branch is the POC for the integrated objective-based midterm planning. It is also the POC for management and governance modernization within the Alliance. These responsibilities translate into three broad areas of activity: Resource Planning and Policies, including Resource Reform; Internal Management coherence, performance analysis, and management in support of the ACT executive boards. This includes organizational development, risk management and portfolio, programme and project (P3) management activities.

The incumbent serves as the ACT Risk Manager within the Strategic Management Branch.

Location: ON-SITE / (SACT NORFOLK): This position normally sits within DCOS RM's sphere of influence at SACT and there is the possibility of remote working from the NPCL.

Number of Candidates: One Candidate

Period of Performance:

Base Period: on or about 17 February 2025 – 31 December 2025,

Option Period One: 1 January 2026 – 31 December 2026.

Tasking

1. Subject Matter Expert (SME) and technical lead for Risk Management within ACT under the supervision of TSC MPXX 0220.
2. Responsible for the development and implementation of Risk Management methodologies and procedures, aligned to recognized industry standards.
3. Development and delivery of Risk processes, and associated training, across HQ ACT, subordinate commands and outlying stations.
4. Liaise and facilitate information flow/exchange with NATO Military Authorities and Agencies to ensure convergence of ACT and NATO-wide Risk Management methodologies and tools, maintaining an awareness of developments in associated commercial standards, practices and emergent technology.
5. Provide Risk Management advice and SME support to the ACT Executive Boards.
6. Responsible for ACT internal Risk Management Health Checks, Maturity Assessment and organisational improvement initiatives, including support to the Command Auditor.

7. Support the continuous improvement of the ACT Information Management System and its Risk and Issue Registers and implement the Risk Management processes across ACT.
8. Assist with all aspects of Risk Management as required by the Branch Head.

Essential Qualifications

1. Business Related University degree equivalent to at least a bachelor's from a nationally accredited institution.
2. Proof of work experience as a senior staff member in the past 10 years within a complex and dynamic environment.
3. A seasoned and experienced Risk Manager. Demonstrate 5 years of experience in risk management in the past 10 years.
4. A proven track record of developing and implementing Risk Management methodologies and applying local procedures, aligned to recognized industry best practices and standards.
5. Excellent skills in MS Office Suite software, particularly in Word, PowerPoint and Excel.
6. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.

Requirements Matrix

Contractor's technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals' résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).

Best Value Criteria for LABOR CATEGORY #12 – ACT RISK MANAGER

Company Name

Proposed Candidate Name:

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

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 70 Points in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

Item	Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification. ANY SCORE OF ZERO IS NONCOMPLIANT UNLESS OTHERWISE STATED	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score 100
1. A business-related bachelor's degree.	Yes – 6-19 Points No – 1-5 Points		
2. Demonstrate a working knowledge of 5 years in the last 10 years of risk management.	Five years and over 9 – 18 9 Less than 5 years – 3-8 Points No experience – 1-2 Points		
3. Demonstrate 5 years in the last 10 of Programme and Project management for large organizations (National/NATO)	Five years and over (5 – 18 points) Less than 5 years – 3-4 Points No experience – 1-2 Points		
4. Demonstrate 3 years in the last 5 years' experience in briefing senior leaders/decision makers	Over 3 years (9 - 18 points) Less than 3 years – 3-8 Points No experience – 1-2 Points		
5. Demonstrate 3 years' experience in the last 10	Three years or more 9 - 18 points		

<p>with working in a National or NATO strategic or operational command.</p>	<p>Less than 3 years – 3-8 Points</p> <p>No experience – 1-2 Points</p>		
<p>6. Desirable experience in national (1) and/or NATO Common Funded resource planning (1). Experience in Lean process improvement (1). Experience in budget development within a large organization (1). Possession of advanced (1), senior (1) or expert (1) risk management qualifications. Experience of operational resilience (1) and business continuity management (1).</p>	<p>1 desirable point per proven skill. Scoring zero here does not make a candidate non-compliant. (9 max). This is bonus scoring and does not meet essential criteria.</p>		