Vendor Management System

Consultant Roles and Descriptions

Table of Contents:

Position	Description
Application Designer Level 1	An Application Designer at Experience Level 1 requires the following skill set: Ability to: Provide technical system consulting services by: a) guiding and advising Information System (IS) professionals and management concerning applications architecture, development standards and policies, and applications programming; b) providing advice to Business Analysts and Application and Technology Architects with respect to software development constraints and design options; c) providing advice to Business Analysts and Application and Technology

	Architects with respect to Human Computer Interface (HCI) options; d) managing software development; e) advising Application Manager on software development approaches, processes and tools; and f) providing Application Manager with recommendations regarding efficient use of technical and developer resources.
Application Designer/Developer Level 2	An Application Designer/Developer at Experience Level 2 requires the following skill set: Plan and manage the technical design, development and implementation of new and/or enhanced business systems applications by: a) identifying and estimating required technical activities; b) defining technical work assignments and priorities; c) monitoring technical work; recommending/implementing solutions to scheduling, logistical and/or operational problems; d) ensuring involvement of all appropriate technical specialists to meet business requirements; e) lead unit, integration and system tests to evaluate development outcomes, ensure conformity with user client needs and compatibility with policies and standards; f) ensure quality control performed on all deliverables before handover to Business Consultant; g) ensure development of procedures to facilitate data conversions, data backup and systems security; h) monitor software development work and certify deliverables; and i) plan, lead, and otherwise undertake the development of integrated proof of concept solutions, to verify emerging technologies, products, services, and methodologies, to ensure government understands technical opportunities/exposures, and to ensure deployment minimizes associated risks and threats.
Application Manager Level 1	Application Managers with Experience Level 1 are Consultants that can demonstrate in their submitted examples that they have led multi-discipline teams in support of major business applications (e.g. support hundreds to thousands of users working for multiple business entities and over a wide geographic expanse) and that they reported to an executive manager or senior manager within an organization, managed effective working relationships with managers up to and including executive level, and/or had individuals performing functions at a management level or senior technical level reporting directly to them.
Application Manager Level 2	Application Managers with Experience Level 2 are Consultants that can demonstrate in their submitted examples that they have led multi-discipline or single discipline teams in support of limited aspects of a major business application, or all aspects of a medium business application (e.g. support hundreds of users working for one or more business entities and/or over a wide

	geographic expanse), and that they reported to a mid-level manager within an organization with application support team members contracted to or reporting to them.
Application Manager Level 3	Application Managers with Experience Level 3 are Consultants that can demonstrate in their submitted examples that they have led multi-discipline or single discipline teams in support of limited aspects of a medium business application, or all aspects of a small business application (e.g. support up to hundreds of users working for one business entity), and that they reported to a mid-level manager within an organization with application support team members contracted to or reporting to them.
Architect Level 1	Architects at Experience Level 1 are responsible for implementing the Chief Information Officer's vision and strategy at the enterprise level. Architects at this level should demonstrate in their submitted examples that they have successfully led multi-discipline analysis and design teams in support of strategic projects, and that they reported to senior executives and had individuals performing functions at a senior levels reporting directly to them. Typical deliverables are plans, strategies, architectures and policies that affect the whole organization and show how to use IM/IT in the business in an innovative way to enable business transformation. Architects at Experience Level 1 ensure that business and IM/IT are in alignment, through the linkage of the business mission, strategy and processes of an organization to its IM/IT strategy, while establishing appropriate governance mechanisms. Architects at Experience Level 1 are expected to have skills in one of the Architect subject areas and also have the skills of Architects at Experience level 2.
Architect Level 2	Architects at Experience Level 2 are responsible for implementing a strategic IT program and can demonstrate in their submitted examples that they have successfully led multi-discipline analysis and design teams in support of strategic or complex projects, and that they reported to a senior manager and had individuals performing functions at a senior technical level reporting directly to them. The Architect at Experience Level 2 is the 'go-to' person for any technology conflicts, implementation issues or decisions. Typical deliverables are documents that support the mapping between the business and IM/IT e.g. architectures, process maps and service maps. Experience Level 2 Architects lead program or divisional initiatives, making use of existing IM/IT assets (capabilities and services) and integrate them in the new solution, and work with an Architect at Experience Level 1 where changes to enterprise level architectures may be required. Architects at Experience Level 2 are expected to have skills in one of the Architect subject areas and also have the skill set of Architects at Experience Level 3.
Architect Level 3	Architects at Experience Level 3 are usually technology specialists that can demonstrate in their submitted examples that they have successfully led multi-discipline analysis and design teams in support of complex projects, and that they reported to the senior project manager and had individuals performing functions at a senior technical level reporting directly to them. Architects at

	Experience Level 3 have expert knowledge of an underlying technology function, its integral components and understand the strengths and weaknesses of a technology. An Architect at Experience Level 3 is responsible for determining the suitability of a technology and for defining the best possible architecture. An Architect at Experience Level 3 is expected to have detailed knowledge of industry trends and vendor competencies within the subject area. Typical deliverables model the technical architecture and may include application models and data models.
Business Consultant Level 1	Business Consultants at Experience Level 1 are Consultants that can demonstrate in their submitted examples that they have led multi-discipline teams in business transformation initiatives to align business systems with new business processes, using application portfolio management techniques, and have provided and followed a plan to transfer the business from the 'as is' structure to the 'to be' structure, where they reported to executive level managers, and had managers and senior technical and business staff assigned to the project under their direction. Business Consultants at Experience Level 1 have the skill sets of Business Consultants at Experience Level 2 as well as experience and expertise in applying business transformation methodologies, including operations research and business process re-engineering. Because of the far-reaching effect of implementing business process re-engineering project recommendations, Business Consultants at Experience Level 1 are experienced in effectively communicating with executives and senior management on changes to business operations.
Business Consultant Level 2	Business Consultants at Experience Level 2 are Consultants that can demonstrate in their submitted examples that they have led multi-discipline or single discipline teams in a business initiative to design and align new business systems with business processes, and have created and followed a change management plan to move from an 'as is' state to the 'to be' state; where they reported to senior managers, and had managers and senior technical and business staff assigned to the project contracted to or reporting to them, and where they managed effective communications with project stakeholders at all levels from diverse business units. Business Consultants at Experience Level 2 have the skill sets of Business Consultants at Experience Level 3, as well as expertise in project management, business process analysis, and change management.

Business Consultant Level 3	**Business Consultants at Experience Level 3** are Consultants that can demonstrate in their submitted examples that they have the ability to:
	
	 1. Identify, define, model and document business needs, including the ability to:
	      a) model and document technical solutions,
	      b) develop and present business cases including feasibility studies, risk assessments and cost

	benefit analysis of solution alternatives, c) define and document product and funding for development and ongoing support, d) develop presentations, reports and submissions required by clients to secure approval and funding from Executive or Treasury Board, and e) develop work plans; 2. Interact professionally and productively with a wide variety of people in diverse roles (e.g. executives, contractors, technical experts, naïve users) to develop and implement: a) automated business processes, b) service agreements with service consumers and suppliers, c) appropriate service management processes, d) training/educational materials, and e) application maintenance support; and 3. Manage the quality of the delivered business solution to ensure it meets the quality expectations: a) ensure structure, design and development of the deliverables is in compliance with applicable standards, b) monitor/control project progress, resource usage and cost, and c) ensure performance of technical reviews and audits and obtain required approvals before implementation.
Content Strategist Level 1	• Is responsible for development of content strategy to align cross-government and/or cross-sector programs and services with gov.bc.ca to ensure the web is best utilized as a platform for service delivery, using the Province's citizen-focused, evidence-based approach for web and service design • Plan and implement content strategy for large-scale (100,000 plus pages, multiple sites) web projects, including leadership of content development team • Produce foundational content artifacts such as content models and page types, content governance plans, content publishing workflows and content style guides • Provide mentorship and formal training on content strategy and content development • Plan and conduct research activities to support development of evidence-based content strategy • Addresses the organization's executive including ADMs and Executive Directors; is a compelling and persuasive presenter • Provides advice, recommendations and options; requires effectively communicating and obtaining buy-in for content strategy and user experience

	design approach with executives and senior management
	• Demonstrates the highest level of experience, knowledge and skills in content strategy development, content-focused user research and testing, content design documentation (page types, content models), web content writing (including metadata)
Content Strategist Level 2	• Under direction of senior content strategist, supports development of content strategy to align cross-government and/or cross-sector programs and services with gov.bc.ca to ensure the web is best utilized as a platform for service delivery, using the Province's citizen-focused, evidence-based approach for web and service design
	• Implement content strategy for large-scale (100,000 plus pages, multiple sites) web projects, and
	• Produce foundational content artifacts such as content models and page types, content governance plans, content publishing workflows and content style guides
	• Plan and conduct research activities to support development of evidence-based content strategy, and
	• Addresses the organization's executive including ADMs and Executive Directors; is a compelling and persuasive presenter
	• Provides advice, recommendations and options; requires effectively communicating and obtaining buy-in for content strategy and user experience design approach with executives and senior management
	• Demonstrates a high level of experience, knowledge and skills in content strategy development, content-focused user research and testing, content design documentation (page types, content models), web content writing (including metadata)
Content Strategist Level 3	• Under direction of senior content strategist, develops web content to align cross-government and/or cross-sector programs and services with gov.bc.ca to ensure the web is best utilized as a platform for service delivery, using the Province's citizen-focused, evidence-based approach for web and service design
	• Responsible for production of web content following user experience design approaches
	• Plan and conduct research activities to support development of evidence-based content strategy
	• Provides advice, recommendations and options; requires effectively communicating and obtaining buy-in for content strategy and user experience design approach with executives and senior management
	• Demonstrates comprehensive experience, knowledge and skills in planning and conducting content audits, web content writing (including metadata), content-focused user research and testing
Contract Manager Level 1	Contract Managers with Experience Level 1 are Consultants that can demonstrate in their work examples that they have worked on highly complex or unique procurements that had high potential impact on the business and

	posed significant risk. The procurements were generally outside the established framework with a high degree of ambiguity and thus required the establishment of new approaches by the Consultant. Some of the Consultant's decisions were precedent-setting, and the procurements generally required sophisticated analysis and reasoning to bring them to a successful conclusion.
Contract Manager Level 2	Contract Managers with Experience Level 2 are Consultants that have worked on difficult or unusual procurements with moderate potential impact and risk. The procurements may require them to deviate from the established framework and to implement changes and modifications to it. Consultants at this level routinely make decisions that are out of the ordinary, and require moderate analysis and reasoning to support them.
Contract Manager Level 3	Contract Managers with Experience Level 3 are Consultants that have worked on simple and routine procurements with minimal potential impact and some risk. They normally adhere to the established framework and follow accepted practice to complete the procurement. Consultants at this level make routine decisions, and perform limited analysis and reasoning.

Developer Level 3	A Developer at Experience Level 3 requires the following skill set:
	
	Program, test, and otherwise support the development and maintenance of systems by:
	   a) translating software specifications into code;
	   b) documenting technical work;
	   c) developing technical reference materials; and
	   d) support provision of post implementation maintenance services through liaison with Business Analysts and clients.

Management Consultant Level 1	Management Consultants with Experience Level 1 are Consultants that can demonstrate in their submitted examples that they have led multi-discipline teams in strategic or complex initiatives to improve performance of an organization through analysis of existing business problems and development of future plans from conception to final implementation, including at least five years experience working with senior executive management levels within a government body such as Deputy Ministers, Assistant Deputy Ministers and Government Chief Information Officers and that they reported to an executive manager or senior manager within an organization, managed effective working relationships with managers up to and including executive level, and/or had individuals performing functions at a management level or senior technical level reporting directly to them. The Management Consultant at Experience Level 1 has the following skill set: a) leadership of teams in consensus building with members from across public sector organizations such as ministries, agencies, authorities, crown corporations and other public entities as appropriate to the Experience Level;

	b) development of legislation frameworks and legislation; c) creating, identifying and articulating strategic objectives; d) translating objectives into business plans; e) developing cross-organizational objectives; f) documenting and formalizing agreements into memoranda of understanding or memoranda of agreement; g) identification and linkage of service outcomes of one organization or groups of organizations into an integrated service delivery model; h) identification and implementation of organizational and functional design changes; i) articulation and development of governance alternatives; j) articulation, development and promotion of service delivery models, including citizen centric service delivery models; k) facilitation of planning for cultural change; l) investment portfolio analysis and executive decision consultation; m) transition planning; and n) preparation of reports such as Treasury Board Submissions.
Management Consultant Level 2	Management Consultants with Experience Level 2 are Consultants that can demonstrate in their submitted examples that they have led multi-discipline or single discipline teams in tactical initiatives, and that they worked with a mid-level manager within an organization. Management Consultants with Experience Level 2 perform many of the same activities as those with Experience Level 1, but in initiatives of more limited scope and strategic application. The Management Consultant at Experience Level 2 has the following skill set: a. leadership of teams in consensus building with members from across public sector organizations such as ministries, agencies, authorities, crown corporations and other public entities as appropriate to the Experience Level; b. creating, identifying and articulating strategic objectives; c. translating objectives into business plans; d. documenting and formalizing agreements into memoranda of understanding or memoranda of agreement; e. managing and creating working relationships within a complex policy environment (business and social policies); f. identification and linkage of service outcomes of one organization or groups of organizations into an integrated service delivery model; g. business process integration; h. articulation, development and promotion of service delivery models, including citizen centric service delivery models; i. identification and promotion of best practices; j. analytical techniques; k. change management;

	l. transition planning; m. coaching of staff; n. strategy development; o. technology implementations; p. development of communications plans; q. development of business cases; r. investment portfolio analysis; s. cost benefit analysis; t. research and development for new initiatives such as standards, and product/service development; and u. preparation of reports such as briefing notes and issue papers.
Management Consultant Level 3	Management Consultants with Experience Level 3 are Consultants that can demonstrate in their submitted examples that they have served as subject matter experts on technical subjects. They typically do not report to area's manager but to a senior manager or director, and understand the context of the technical subject and its deployment. They manage dependencies, look out for new areas to apply their expert knowledge, and may have performed independent work on the subject, environment, issues, etc. of the technical subject or its dependencies. Management Consultants with Experience Level 3 may perform some of the same activities as those with Experience Level 2, but in initiatives of more limited scope and application. The Management Consultant at Experience Level 3 has the following skill set: a. managing and creating working relationships within a complex policy environment (business and social policies); b. business process integration; c. identification and promotion of best practices; d. analytical techniques; e. change management; f. coaching of staff; g. technology implementations; h. development of communications plans; i. development of business cases; j. cost benefit analysis; k. research and development for new initiatives such as standards, and product/service development; and l. preparation of reports such as status reports.
Project Manager IM-related Level 1	In addition to the qualifications and demonstrated expertise on projects with the characteristics described for PM Levels 1 through 3, the IM-related Project Management Consultants are expected to have an undergraduate degree in business administration or related field; and have business-related project experience.

The Project Manager at Experience Level 1 functions as project lead and is expected to operate at a senior level and have a solid understanding of the challenges and complexity in managing a project team in a complex public sector environment. The Senior Project Manager is expected to:

a) have a minimum of five (5) years of experience within the last ten (10) years as a Senior Project Manager in one or more of the following areas:
- Project Integration Management
- Project Scope Management
- Project Time Management
- Project Cost Management
- Project Quality Management
- Project Human Resource Management
- Project Communications Management
- Project Risk Management
- Project Procurement Management

b) preferably have a post graduate degree (i.e. masters or doctoral degree in a discipline related to the applicable Category). The Province will consider certification as a CA, CMC, CMA, CGA or CFA as an alternative to a conventional post graduate degree;

c) preferably have a PMI – Program Management Professional (PgMP^{SM}) or Project Management Professional (PMP$^®$) designation;

d) have the ability to make effective use of technology (e.g. special product knowledge such as Microsoft Project);

e) provide project examples that clearly demonstrate experience on at least three (3) projects of twelve (12) months or longer duration, which includes tight timelines, strong communication, leadership and political skills to understand, navigate, and meet stakeholders' needs and expectations and reporting project status to an executive position (e.g. executive steering committee);

f) provide project examples that clearly demonstrate five (5) or more years in managing multidisciplinary teams and developing esprit de corps within the project team (e.g. core business staff, professional employees, middle managers and other private sector contractors);

g) provide project examples that clearly demonstrate experience in portfolio management (e.g. strategic alignment and prioritization) including effective portfolio management controls and reporting;

h) provide project examples that clearly demonstrate experience in managing the change control process with evidence of strategic communications, end user involvement and training (e.g. managing changes and trade-offs between competing goals); and

i) provide project examples that clearly demonstrate a track record of successfully delivering large, complex projects (greater than $10M in value, greater than one (1) year in duration and at least ten (10) people reporting to the Senior Project Manager) preferably in a public sector environment.

	The Project Manager at Experience Level 1 will possess demonstrated expertise on projects with the following characteristics:
	
	a) high complexity and/or sensitivity (usually large scope and evolving business environment necessitating scope adjustment);
	b) multiple stakeholders (typically involving interaction with a cross discipline team represented by several interested parties) such as:
	   i. government (e.g. a provincial government);
	   ii. broader public sector (e.g. a crown corporation, municipality or agency);
	   iii. the private sector;
	c) requiring regular interaction at the Executive level (e.g. Assistant Deputy Minister / Deputy Minister level including briefing Ministers, Treasury Board staff, Common Business Services, ASD Secretariat, Office of the Chief Information Officer, Office of the Comptroller General and representatives of other central agencies of government);
	d) project budgets usually exceeding $10 million and occasionally in the hundreds of millions of dollars;
	e) Impacts may be to all of government, broader public sector, private sector and to large components of citizenry.

Project Manager IM-related Level 2	In addition to the qualifications and demonstrated expertise on projects with the characteristics described for PM Levels 1 through 3, the IM-related Project Management Consultants are expected to have an undergraduate degree in business administration or related field; and have business-related project experience.
	
	The Project Manager at Experience Level 2 is expected to interact at the senior manager level and to function as adjunct to a Project Manager at Experience Level 1 (if working on large and complex projects) or as project lead on routine IM- or IT-related projects within government. The Project Manager at Experience Level 2 is expected to:
	
	a) have a minimum of three (3) years of experience within the last seven (7) years as a Project Manager in one or more of the following knowledge areas :
	
	  • Project Integration Management
	  • Project Scope Management
	  • Project Time Management
	  • Project Cost Management
	  • Project Quality Management
	  • Project Human Resource Management
	  • Project Communications Management

- Project Risk Management
- Project Procurement Management

b) have an undergraduate degree (e.g. BA, B.Sc, information technology, engineering or other technology related field). The Province will consider certification as a CA, CMC, CMA, CGA, or CFA as an alternative to a conventional undergraduate degree;

c) preferably have a PMI – Project Management Professional (PMP®) designation;

d) have ability to make effective use of technology (e.g. special product knowledge such as Microsoft Project);

e) provide project examples that clearly demonstrate experience on at least three (3) projects of eight (8) months or longer duration, which includes strong communication skills to lead stakeholders from multiple groups with diverse interests to consensus on project scope, objectives and responsibilities and liaison with Ministry management and staff;

f) provide project examples that clearly demonstrate three (3) or more years in managing multi-disciplinary teams (e.g. core business staff, professional employees, middle managers and other private sector contractors) and developing feasibility studies, business cases, and treasury board submissions;

g) provide project examples that clearly demonstrate experience in preparing project charters, master project plans, providing risk analysis and risk management, and coordinating Ministry resources and contractors to achieve project objectives;

h) provide project examples that clearly demonstrate experience in managing change requests/budget requests including:

    i. cost estimates;
    ii. schedules;
    iii. resources required to deliver integrated solutions;
    iv. deliverables;
    v. inter-dependencies on other tasks/sub-projects/Ministries' projects; and

i) provide project examples that clearly demonstrate a track record of successfully delivering medium complexity projects (less than $5M in value, greater than six (6) months in duration and at least five (5) people reporting to the Project Manager) preferably in a public sector environment.

The Project Manager at Experience Level 2 will possess demonstrated expertise on projects with the following characteristics:

a) medium complexity and/or sensitivity (usually small to medium scope in a fairly static business environment with limited need for scope adjustment);

b) multiple stakeholders (typically involving interaction with a cross

	discipline team represented by several interested parties) such as:
	    i. government (e.g. a provincial government),
	    ii. broader public sector (e.g. a crown corporation, municipality or agency), and
	c) routine timelines and budgets generally not exceeding $5 million and usually under one (1) year in duration; and
	d) impacts may be to all of government, broader public sector, private sector and to large components of citizenry.

Project Manager IM-related Level 3	In addition to the qualifications and demonstrated expertise on projects with the characteristics described for PM Levels 1 through 3, the IM-related Project Management Consultants are expected to have an undergraduate degree in business administration or related field; and have business-related project experience. The Project Manager at Experience Level 3 is expected to interact at the middle management (Director) level and make presentations to senior management while assuming responsibility for smaller business or information technology projects within government. The Junior Project Manager is expected to: a) have a minimum of one (1) year of experience within the last four (4) years as a Junior Project Manager; b) have a college or high school diploma; c) preferably have a PMI – Certified Associate in Project Management (CAPM$^®$) designation; d) have ability to make effective use of technology (e.g. special product knowledge such as Microsoft Project); e) provide project examples that clearly demonstrate experience on at least three (3) projects of three (3) months or longer duration which includes interaction with a cross discipline team represented by several interested parties within a Ministry; f) provide project examples in a single discipline such as procurement, finance, risk management; and g) provide project examples that clearly demonstrate a track record of successfully delivering low complexity projects (under $250,000 in value and greater than three (3) months in duration). The Project Manager at Experience Level 3 will possess demonstrated expertise on projects with the following characteristics: a) low complexity (e.g. stable business environment with clear scope and minimal chance for change); b) multiple stakeholders (typically involving interaction with a cross discipline team represented by several interested parties within a ministry); c) routine timelines and budgets generally not exceeding $250,000 and under six (6) months in duration; and d) impacts may be to all of a ministry.

	When presenting Project Managers, Respondents should consider the following: a) Each Project Manager specialization will be considered a Service Area; b) Each time that a Consultant is presented at a Project Management specialization at an appropriate Experience Level will be considered as one of the permitted three (3) Consultants allowed at each Service Area/Experience Level; c) If a Consultant is presented for more than one Project Management specialization, one complete Consultant particulars file (consisting of Appendix C, Appendix E and resume) is required for each Project Manager specialization; and d) If a Consultant is presented at more than one Experience Level, a separate Consultant particulars file is required for each Level.

Project Manager IT-related Level 1	In addition to the qualifications and demonstrated expertise on projects with the characteristics described for PM Levels 1 through 3, the IT-related Project Management Consultants are expected to have an undergraduate degree in information technology, sciences, engineering or other technology related field; have IT –related project experience; and have knowledge and use of the systems development life-cycle.
	
	The Project Manager at Experience Level 1 functions as project lead and is expected to operate at a senior level and have a solid understanding of the challenges and complexity in managing a project team in a complex public sector environment. The Senior Project Manager is expected to:
	
	a) have a minimum of five (5) years of experience within the last ten (10) years as a Senior Project Manager in one or more of the following areas:
	    • Project Integration Management
	    • Project Scope Management
	    • Project Time Management
	    • Project Cost Management
	    • Project Quality Management
	    • Project Human Resource Management
	    • Project Communications Management
	    • Project Risk Management
	    • Project Procurement Management
	
	b) preferably have a post graduate degree (i.e. masters or doctoral degree in a discipline related to the applicable Category). The Province will consider certification as a CA, CMC, CMA, CGA or CFA as an alternative to a conventional post graduate degree;
	c) preferably have a PMI – Program Management Professional (PgMP^{SM}) or Project Management Professional (PMP$^{®}$) designation;
	d) have the ability to make effective use of technology (e.g. special product knowledge such as Microsoft Project);

	e) provide project examples that clearly demonstrate experience on at least three (3) projects of twelve (12) months or longer duration, which includes tight timelines, strong communication, leadership and political skills to understand, navigate, and meet stakeholders' needs and expectations and reporting project status to an executive position (e.g. executive steering committee);
	
	f) provide project examples that clearly demonstrate five (5) or more years in managing multidisciplinary teams and developing esprit de corps within the project team (e.g. core business staff, professional employees, middle managers and other private sector contractors);
	
	g) provide project examples that clearly demonstrate experience in portfolio management (e.g. strategic alignment and prioritization) including effective portfolio management controls and reporting;
	
	h) provide project examples that clearly demonstrate experience in managing the change control process with evidence of strategic communications, end user involvement and training (e.g. managing changes and trade-offs between competing goals); and
	
	i) provide project examples that clearly demonstrate a track record of successfully delivering large, complex projects (greater than $10M in value, greater than one (1) year in duration and at least ten (10) people reporting to the Senior Project Manager) preferably in a public sector environment.
	
	The Project Manager at Experience Level 1 will possess demonstrated expertise on projects with the following characteristics:
	
	a) high complexity and/or sensitivity (usually large scope and evolving business environment necessitating scope adjustment);
	
	b) multiple stakeholders (typically involving interaction with a cross discipline team represented by several interested parties) such as:
	    i. government (e.g. a provincial government);
	    ii. broader public sector (e.g. a crown corporation, municipality or agency);
	    iii. the private sector;
	
	c) requiring regular interaction at the Executive level (e.g. Assistant Deputy Minister / Deputy Minister level including briefing Ministers, Treasury Board staff, Common Business Services, ASD Secretariat, Office of the Chief Information Officer, Office of the Comptroller General and representatives of other central agencies of government);
	
	d) project budgets usually exceeding $10 million and occasionally in the hundreds of millions of dollars;
	
	e) Impacts may be to all of government, broader public sector, private sector and to large components of citizenry.

Project Manager IT-related Level 2	In addition to the qualifications and demonstrated expertise on projects with the characteristics described for PM Levels 1 through 3, the IT-related Project Management Consultants are expected to have an undergraduate degree in information technology, sciences, engineering or other technology related field;

have IT –related project experience; and have knowledge and use of the systems development life-cycle.

The Project Manager at Experience Level 2 is expected to interact at the senior manager level and to function as adjunct to a Project Manager at Experience Level 1 (if working on large and complex projects) or as project lead on routine IM- or IT-related projects within government. The Project Manager at Experience Level 2 is expected to:

a) have a minimum of three (3) years of experience within the last seven (7) years as a Project Manager in one or more of the following knowledge areas :

- Project Integration Management
- Project Scope Management
- Project Time Management
- Project Cost Management
- Project Quality Management
- Project Human Resource Management
- Project Communications Management
- Project Risk Management
- Project Procurement Management

b) have an undergraduate degree (e.g. BA, B.Sc, information technology, engineering or other technology related field). The Province will consider certification as a CA, CMC, CMA, CGA, or CFA as an alternative to a conventional undergraduate degree;

c) preferably have a PMI – Project Management Professional (PMP®) designation;

d) have ability to make effective use of technology (e.g. special product knowledge such as Microsoft Project);

e) provide project examples that clearly demonstrate experience on at least three (3) projects of eight (8) months or longer duration, which includes strong communication skills to lead stakeholders from multiple groups with diverse interests to consensus on project scope, objectives and responsibilities and liaison with Ministry management and staff;

f) provide project examples that clearly demonstrate three (3) or more years in managing multi-disciplinary teams (e.g. core business staff, professional employees, middle managers and other private sector contractors) and developing feasibility studies, business cases, and treasury board submissions;

g) provide project examples that clearly demonstrate experience in preparing project charters, master project plans, providing risk analysis and risk management, and coordinating Ministry resources and contractors to achieve project objectives;

h) provide project examples that clearly demonstrate experience in managing change requests/budget requests including:

	i. cost estimates; ii. schedules; iii. resources required to deliver integrated solutions; iv. deliverables; v. inter-dependencies on other tasks/sub-projects/Ministries' projects; and
	i) provide project examples that clearly demonstrate a track record of successfully delivering medium complexity projects (less than \$5M in value, greater than six (6) months in duration and at least five (5) people reporting to the Project Manager) preferably in a public sector environment.
	
	The Project Manager at Experience Level 2 will possess demonstrated expertise on projects with the following characteristics:
	
	a) medium complexity and/or sensitivity (usually small to medium scope in a fairly static business environment with limited need for scope adjustment);
	b) multiple stakeholders (typically involving interaction with a cross discipline team represented by several interested parties) such as:
	    i. government (e.g. a provincial government),
	    ii. broader public sector (e.g. a crown corporation, municipality or agency), and
	c) routine timelines and budgets generally not exceeding \$5 million and usually under one (1) year in duration; and
	d) impacts may be to all of government, broader public sector, private sector and to large components of citizenry.

Project Manager IT-related Level 3	In addition to the qualifications and demonstrated expertise on projects with the characteristics described for PM Levels 1 through 3, the IT-related Project Management Consultants are expected to have an undergraduate degree in information technology, sciences, engineering or other technology related field; have IT –related project experience; and have knowledge and use of the systems development life-cycle. The Project Manager at Experience Level 3 is expected to interact at the middle management (Director) level and make presentations to senior management while assuming responsibility for smaller business or information technology projects within government. The Junior Project Manager is expected to: a) have a minimum of one (1) year of experience within the last four (4) years as a Junior Project Manager; b) have a college or high school diploma; c) preferably have a PMI – Certified Associate in Project Management (CAPM®) designation; d) have ability to make effective use of technology (e.g. special product

	knowledge such as Microsoft Project);
	e) provide project examples that clearly demonstrate experience on at least three (3) projects of three (3) months or longer duration which includes interaction with a cross discipline team represented by several interested parties within a Ministry;
	f) provide project examples in a single discipline such as procurement, finance, risk management; and
	g) provide project examples that clearly demonstrate a track record of successfully delivering low complexity projects (under $250,000 in value and greater than three (3) months in duration).
	The Project Manager at Experience Level 3 will possess demonstrated expertise on projects with the following characteristics:
	a) low complexity (e.g. stable business environment with clear scope and minimal chance for change);
	b) multiple stakeholders (typically involving interaction with a cross discipline team represented by several interested parties within a ministry);
	c) routine timelines and budgets generally not exceeding $250,000 and under six (6) months in duration; and
	d) impacts may be to all of a ministry.
	When presenting Project Managers, Respondents should consider the following:
	a) Each Project Manager specialization will be considered a Service Area;
	b) Each time that a Consultant is presented at a Project Management specialization at an appropriate Experience Level will be considered as one of the permitted three (3) Consultants allowed at each Service Area/Experience Level;
	c) If a Consultant is presented for more than one Project Management specialization, one complete Consultant particulars file (consisting of Appendix C, Appendix E and resume) is required for each Project Manager specialization; and
	d) If a Consultant is presented at more than one Experience Level, a separate Consultant particulars file is required for each Level.
Scrum Master	The contractor must have PMP designation or Master's Certificate in project management or equivalent designation and be Certified Scrum Practitioner (CSP) or Certified Scrum Master (CSM).
	Examples of Service:
	• Conduct all Scrum related activities, including sprint planning, daily scrum meetings, sprint retrospective, and product demos.
	• Interface with personnel and product owners on an active basis to manage product backlogs and sprint activities

	• Maintain relevant metrics that help the team see how they are doing, and leveraging metrics to continuously improve the team's efficiency and performance • Liaise between product management, developers, testers and business stakeholders to foster quality communication • Provide appropriate oversight on the team's progress to ensure delivery is on time • Ensure all scrum activities are tracked, and kept up-to-date, and reported on a daily basis • Ensure product quality and timeliness of efforts Examples of Methods: • Agile Project Management Methodology • Agile Supporting software such as JIRA Greenhopper, RALLY, MINGLE • Project Management Process Groups and Knowledge Areas as described in "A Guide to the Project Management Body of Knowledge PMBOK® Guide" • SDLC Waterfall Methodology

Security Consultant Level 1	Security Consultants at Experience Level 1 have information security experience as leaders and change agents. They have reported to an executive manager or senior manager within an organization. They have knowledge and experience in designing, developing and/or recommending best practices, tools and processes in the security areas, and in:
	
	    a) leading and/or managing information security projects at a corporate, ministry or multiple-ministry level;
	    b) creating Information Security Management System Plan (ISMS) to obtain certification under ISO/IEC 27001:2005.

Security Consultant Level 2	Security Consultants at Experience Level 2 are Consultants with information security consulting experience. They have been key resources on a variety of information security related projects and have typically reported to senior or mid-level management within an organization. Security Consultants with Experience Level 2 may perform some of the same activities as those with Experience Level 1, but more at a tactical, rather than strategic, level. They have knowledge and experience in recommending or implementing best practices, tools and processes in the security areas, and in managing or being a key resource to information security projects requiring co-ordination of resources across organizations.
Security Consultant Level 3	Security Consultants at Experience Level 3 have experience in operational information security practices. They have been resources on a variety of information security related projects and typically reported to mid-level managers or senior security analysts. They have knowledge and experience in implementing security practices based on the security areas.

Service Design Specialist Level 1	• Leads multi-discipline teams in business transformation initiatives to align cross-government and/or cross-sector programs and services with gov.bc.ca to ensure the web is best utilized as a platform for service delivery, using the Province's citizen-focused, evidence-based approach for web and service design • Creates the Service Strategy and a plan to deliver on the Strategy to transform the business from the 'as-is" structure to the "to-be" structure • Addresses the organization's executive including ADMs and Executive Directors; is a compelling and persuasive presenter • Provides advice, recommendations and options; requires effectively communicating and obtaining buy-in of the Strategy and user experience approaches with executives and senior management • Provides mentoring on service design approaches and methodologies to team members during projects; may provide formal user experience/service design training and develop appropriate training materials • Demonstrates the highest level of experience, knowledge and skills in all five service areas of Design Research, Information Architecture, Content Development, Prototyping and Strategic Planning
Service Design Specialist Level 2	• Leads multi-discipline teams in business transformation initiatives to align sector and/or ministry programs and services with gov.bc.ca to ensure the web is best utilized as a platform for service delivery, using the Province's citizen-focused, evidence-based approach for web and service design • Creates the Service Strategy and a plan to deliver on the Strategy to transform the business from the 'as-is" structure to the "to-be" structure • Addresses the organization's executive including ADMs and Executive Directors; is a compelling and persuasive presenter • Provides advice, recommendations and options; requires effectively communicating and obtaining buy-in of the Strategy with executives and senior management • Demonstrates a superior level of experience, knowledge and skills in all five Service Design areas of Design Research, Information Architecture, Content Development, Prototyping and Strategic Planning
Service Design Specialist Level 3	• Leads multi-discipline teams in business transformation initiatives to align ministry specific programs and/or services with gov.bc.ca to ensure the web is best utilized as a platform for service delivery, using the Province's citizen-focused, evidence-based approach for web and service design • Creates the Service Strategy and a plan to deliver on the Strategy to transform the business from the 'as-is" structure to the "to-be" structure • Primary liaison is with Senior Managers of the Program but may address the organization's executive including ADMs and Executive Directors; is a compelling and persuasive presenter • Provides advice, recommendations and options; requires effectively communicating and obtaining buy-in of the Strategy with executives and senior management

	Demonstrates a comprehensive level of knowledge in all five service areas (Design Research, Information Architecture, Content Development, Prototyping and Strategic Planning) but may specialize in one of the areas

Technical Writer	Technical Writers prepare technical and user guides for software applications, and may be asked to review development and project documentation.
	
	A Technical Writer requires the following skills set:
	
	Ability to:
	
	    a) Develop documentation of technical and user guides in support of application management and use;
	    b) Identify audiences for document and structure the document appropriately;
	    c) Interview developers, business analysts, project managers and other project resources for input to document scope and organization;
	    d) Review project deliverables (documents) for:
	        i. organization of document is appropriate to subject matter (or complies with standards),
	        ii. tone and level of complexity are suitable for audience, and
	        iii. grammar and punctuation enhance readability and comprehension; and
	    e) Perform copy edit on project and development documentation, e.g. specifications, reports, plans, briefing notes, and position papers.

User Experience Specialist Level 1	• Leads multi-discipline teams in business transformation initiatives to align cross-government and/or cross-sector programs and services with gov.bc.ca to ensure the web is best utilized as a platform for service delivery, using the Province's citizen-focused, evidence-based approach for web and service design • Creates the Web Strategy and a plan to deliver on the Strategy to transform the business from the 'as-is" structure to the "to-be" structure • Addresses the organization's executive including ADMs and Executive Directors; is a compelling and persuasive presenter • Provides advice, recommendations and options; requires effectively communicating and obtaining buy-in of the Strategy and user experience approaches with executives and senior management • Provides mentoring on user experience approaches and methodologies to team members during projects; may provide formal user experience training and develop appropriate training materials • Demonstrates the highest level of experience, knowledge and skills in all three areas of Design Research, Information Architecture and Content Development
User Experience Specialist Level 2	• Leads multi-discipline teams in business transformation initiatives to align sector and/or ministry programs and services with gov.bc.ca to ensure the web is best utilized as a platform for service delivery, using the Province's citizen-focused, evidence-based approach for web and service design

	• Creates the Web Strategy and a plan to deliver on the Strategy to transform the business from the 'as-is" structure to the "to-be" structure • Addresses the organization's executive including ADMs and Executive Directors; is a compelling and persuasive presenter • Provides advice, recommendations and options; requires effectively communicating and obtaining buy-in of the Strategy with executives and senior management • Demonstrates a superior level of experience, knowledge and skills in all three areas of Design Research, Information Architecture and Content Development
User Experience Specialist Level 3	• Leads multi-discipline teams in business transformation initiatives to align ministry specific programs and/or services with gov.bc.ca to ensure the web is best utilized as a platform for service delivery, using the Province's citizen-focused, evidence-based approach for web and service design • Creates the Web Strategy and a plan to deliver on the Strategy to transform the business from the 'as-is" structure to the "to-be" structure • Primary liaison is with Senior Managers of the Program but may address the organization's executive including ADMs and Executive Directors; is a compelling and persuasive presenter • Provides advice, recommendations and options; requires effectively communicating and obtaining buy-in of the Strategy with executives and senior management. • Demonstrates a comprehensive level of knowledge in all three areas (Design Research, Information Architecture, and Content Development) but may specialize in one of the areas
Web and Interaction Designer Level 1	• Is responsible for development of web design to align cross-government and/or cross-sector programs and services with gov.bc.ca to ensure the web is best utilized as a platform for service delivery, using the Province's citizen-focused, evidence-based approach for web and service design • Plan and implement design strategy for large-scale (100,000 plus pages, multiple sites) web projects, including leadership of design team • Produce foundational design artifacts such as prototypes and wireframes, design pattern libraries and components, graphic design style guides, and fully documented, build-ready design specifications, and • Provide mentorship and formal training on design • Plan and conduct user research activities and client design reviews to support development of evidence-based design • Addresses the organization's executive including ADMs and Executive Directors; is a compelling and persuasive presenter • Provides advice, recommendations and options; requires effectively communicating and obtaining buy-in for design strategy and user experience design approach with executives and senior management • Demonstrates the highest level of experience, knowledge and skills in design strategy development, design-focused user research and testing, wireframe and prototype development, information design and interaction design

Web and Interaction Designer Level 2	• Under direction of senior designer, supports development of design strategy to align cross-government and/or cross-sector programs and services with gov.bc.ca to ensure the web is best utilized as a platform for service delivery, using the Province's citizen-focused, evidence-based approach for web and service design • Implement design strategy for large-scale (100,000 plus pages, multiple sites) web projects • Produce foundational design artifacts such as prototypes and wireframes, design pattern libraries and components, graphic design style guides, and fully documented, build-ready design specifications • Plan and conduct research activities to support development of evidence-based content strategy, and • Addresses the organization's executive including ADMs and Executive Directors; is a compelling and persuasive presenter • Provides advice, recommendations and options; requires effectively communicating and obtaining buy-in for content strategy and user experience design approach with executives and senior management • Demonstrates high level of experience, knowledge and skills in design strategy development, design-focused user research and testing, wireframe and prototype development, information design and interaction design
Web and Interaction Designer Level 3	• Key knowledge and expertise is in graphic design, wireframe development and design components development (following existing design guidelines or pattern library) • Develops design components and produces build-ready design specifications under the guidance of a Web and Interaction Designer Competency Level 1 or Level 2
Web Information Architect Level 1	• Develop Information Architecture to align cross-government and/or cross-sector programs and services with gov.bc.ca to ensure the web is best utilized as a platform for service delivery, using the Province's citizen-focused, evidence-based approach for web and service design • Plan and implement large-scale (100,000 plus pages, multiple sites) information architecture projects, including leadership of information architecture team • Provide information architecture mentorship and formal training • Plan and conduct research activities to support development of evidence-based information architecture • Follow high level information architecture, metadata schema and taxonomy established for gov.bc.ca, and work with program areas to extend this to support new gov.bc.ca content • Addresses the organization's executive including ADMs and Executive Directors; is a compelling and persuasive presenter • Provides advice, recommendations and options; requires effectively communicating and obtaining buy-in of the information architecture and user

	experience design approach with executives and senior management • Demonstrates the highest level of experience, knowledge and skills in developing the required I/A, Taxonomy, Metadata Schema and Web Navigation
Web Information Architect Level 2	• Develop Information Architecture to align cross-government and/or cross-sector programs and services with gov.bc.ca to ensure the web is best utilized as a platform for service delivery, using the Province's citizen-focused, evidence-based approach for web and service design • Plan and conduct research activities to support development of evidence-based information architecture • Follow high level information architecture, metadata schema and taxonomy established for gov.bc.ca, and work with program areas to extend this to support new gov.bc.ca content • Addresses the organization's executive including ADMs and Executive Directors; is a compelling and persuasive presenter • Provides advice, recommendations and options; requires effectively communicating and obtaining buy-in of the information architecture and user experience design approach with executives and senior management • Demonstrates a superior level of experience, knowledge and skills in developing the required IA, Taxonomy, Metadata Schema and Web Navigation
Web Information Architect Level 3	• Works as part of an IA team, under direction of Senior IA, to develop Information Architecture to align cross-government and/or cross-sector programs and services with gov.bc.ca to ensure the web is best utilized as a platform for service delivery, using the Province's citizen-focused, evidence-based approach for web and service design • Conduct research activities to support development of evidence-based information architecture, and • Follow high level information architecture, metadata schema and taxonomy established for gov.bc.ca, and work with program areas to extend this to support new gov.bc.ca content • Primary liaison is with Senior Managers of the Program, but also addresses the organization's executive including ADMs and Executive Directors; is a compelling and persuasive presenter; and • Provides advice, recommendations and options; requires effectively communicating and obtaining buy-in of the IA with executives and senior management • Demonstrates a comprehensive level of experience, knowledge and skills in developing the required IA, Taxonomy, Metadata Schema and Web Navigation but may specialize in developing one (1) or more of these Deliverables